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# Cooperative Restructuring, 1989–1998

## **Abstract**

This report catalogs information on many of the strategic restructuring activities involving agricultural cooperatives over the past 10 years. Cooperatives are looking to restructure their organizations in more advantageous ways. Unifications, joint ventures, agreements, strategic alliances, expansions, contractions, or revamping of operations have been taking place in various capacities.

This document lists 346 restructuring activities of agricultural cooperatives. The period covered is from January 1989 through July of 1998. Activities are listed, naming the cooperative(s) involved, the type of activity, and a brief description of what occurred and where.

**Keywords:** restructuring activity, unification, joint venture, expansion, contraction, agreement, revamp

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### **Cooperative Restructuring, 1989—1998**

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## Preface

Agricultural cooperatives have been making many kinds of restructuring changes over the years that can be identified. They range from mergers and consolidations to expansions and contractions. Agreements and joint ventures are commonplace. Agricultural markets across the nation are being affected by what has occurred. More changes are inevitable. If the past 10 years are any indication, the future cooperative environment will be marked by many interesting changes. Studying the past can provide a glimpse of what to expect in the future.

This report catalogs almost 10 years of cooperative restructuring activities. Most were gleaned from reportings in USDA's *Rural Cooperatives* magazine (formerly *Farmer Cooperatives*) and recent news sources. Listings provide cooperative names, the type of activity, and when and where it occurred.

This document is not a holistic effort in cataloging all restructuring activities of every cooperative in the U.S. However, it contains considerable information about activities in the past 10 years on a national basis.

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## Highlights

Given a dynamic agricultural environment, domestically and globally, many cooperatives are reacting through restructuring. Expansions are at the forefront, followed by unifications and joint ventures.

This report catalogs almost 10 years of such activity—from January 1989 through July 1998. The main source was USDA's *Rural Cooperatives* magazine (formerly *Farmer Cooperatives*). For more recent (much of 1998) activities, various news sources were used.

Three hundred and forty-six cooperative restructuring activities are listed by date and by type of activity. Each activity was defined by type: unification, joint venture, expansion, contraction, agreement, and revamping. The listing shows:

- 126 expansions (36 percent);
- 71 joint ventures (21 percent);
- 67 unifications (19 percent);
- 32 contractions (9 percent);
- 30 revampings (9 percent);
- 20 agreements (6 percent);
- the peak year was 1994 with 55 activities;
- 1995 followed with 52 activities;
- 1997 was lowest with only 19 activities;
- as of July, there were 32 activities in 1998;
- in the last 12 months (July/August 1997 through July 1998) there were 44 activities;
- the high year for expansions was 1994, with 26;
- ventures peaked with 12 (1995 and 1996), and unifications reached 16 in 1995;
- the most revampings (8) occurred in 1989;
- the top year for agreements was 4 in 1997;
- six contractions took place in 1989; and
- nearly 100 activities involved cooperatives and IOFs. Almost 50 percent consisted of cooperative expansions and about 25 percent were joint ventures.

Most of the cooperatives are large and well known. Farmland Industries was represented in more than 30 activities and Land O'Lakes in more than 20. Other large cooperatives with notable listings were:

- Harvest States Cooperatives
- Ag Processing, Inc.
- Dairy Farmers of America (formerly Mid-America Dairymen)
- GROWMARK, Inc.
- Universal Cooperatives
- Countrymark Cooperative, Inc.
- Tri Valley Growers
- Agway Inc.
- Gold Kist Inc.
- CENEX
- Ocean Spray Cranberries
- Dairylea Cooperative
- Agri-Mark, Inc.
- Riceland Foods
- Darigold Farms
- Southern States Cooperative

## Highlights

Many interesting activities are listed, including relationships involving three or more cooperatives and some involving distinct aspects of operations between cooperatives (e.g., a merger of feed operations between Land O'Lakes and Harvest States). Some activity resulted in major developments—a merger of four large dairy cooperatives to form Dairy Farmers of America. There are cross-commodity/type activities such as the unification of Michigan Livestock Exchange and Southern States. Some had activities in foreign countries, a number being expansions and joint ventures. Farmland has an ammonia plant venture in Trinidad and Tobago, for instance, and Riceland Foods has a venture with some Japanese firms.

Restructuring activities are internal and external and quite often are combined. Some cooperatives use external restructuring in unification, strategic alliances, or business ventures, and then, in turn, undergo some form of internal restructuring (e.g., close some plants or build others) to gain efficiencies or expand based on needs identified in initial restructuring. Some cooperatives had a sequence of restructuring activities. They restructured in steps or bunches. Examples are presented in the listing.

Cooperatives listed in these activities appear to be progressive about change and not averse to entwining cooperative cultures. Conversely, some looked only to internal restructuring and some had trouble following through with restructuring, even when it was initiated. The answer to why some forged ahead into restructuring while others did not is likely tied to cooperatives' degree of financial strength, future outlook, and strategic planning initiatives.

# Cooperative Restructuring, 1989–1998

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As key players in the agricultural sector, cooperatives are redefining markets on an accelerating basis. Not a new phenomenon, cooperative restructuring continues to alter the scope of traditional operations across the United States. Particularly in the last couple of years, cooperatives are making more nontraditional restructurings (e.g., expansion, contraction, merger, joint venture, agreement, etc.) than ever before. Cooperatives representing different types of farmers and farming operations in different capacities and from vast regions are working together—developing, assessing, and implementing various relationships and changes.

Leaders, members, educators, and others interested in cooperatives often find it useful to study what cooperatives are doing regarding various restructuring efforts and actions. For cooperatives, what others are doing can effect their markets and operations and keeping apprised of that may breed ideas for improving their organizations through similar cooperative efforts. For those interested in or studying cooperatives, keeping abreast of restructuring activities helps in understanding ever-changing cooperative cultures and the increasingly dynamic U.S. and global agricultural marketplace.

This report provides information on agricultural cooperative structural changes by cataloging much of the restructuring activity in the U.S. over the past 10 years. Restructurings are identified by date, cooperative name and region, and type of activity.

## Catalog Description

Recent activities (most of 1998) were gleaned from various news sources, but most were taken from USDA's Rural Cooperatives magazine (formerly Farmer Cooperatives). Activity reporting dates cover January 1989 through July 1998.

Most activities described relate to the larger cooperatives in the U.S., but some smaller ones are also represented. Restructuring took place from coast to coast and often across single States and multiple States. Activities were single-entity and multi-cooperative, and involved investor-owned-firms (IOFs) in some cases.

Activities are reported by month and year. A key letter indicates the type of activity. A short description identifies the cooperatives and activity involved. The month and year shown indicate when the activity was reported. Activities sourced from Rural Cooperatives magazine indicate the date of the magazine from which the activity was gleaned for reference purposes. The catalog begins with recent activities and works backward to 1989.

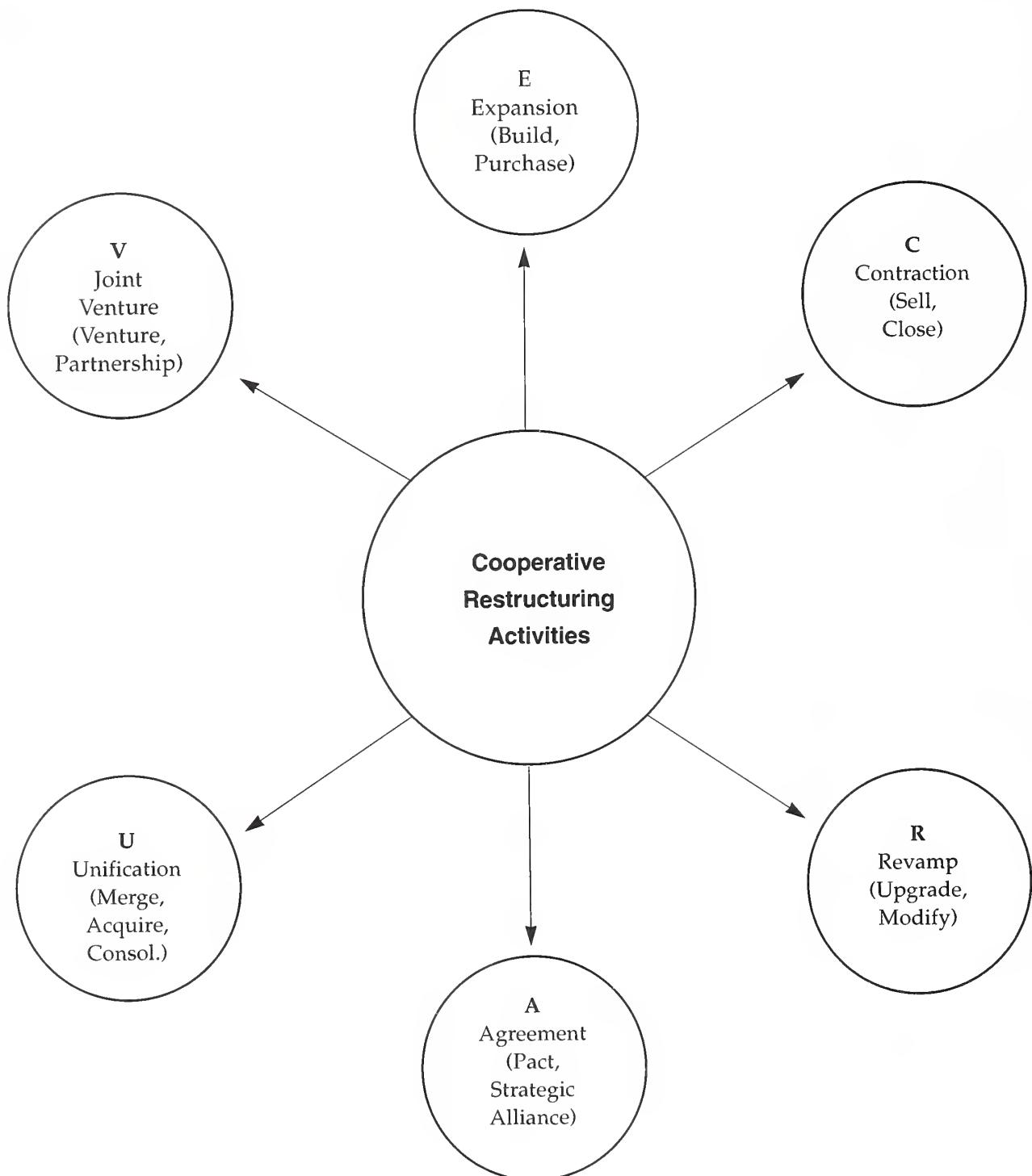
A key letter in parenthesis next to each listing identifies the type of activity within one of six key categories (figure 1). The bold capital letters in each circle serve as a key to the activities listed. The corresponding key letter and six activities are:

1. (U) unification—includes merger, consolidation, and acquisition among cooperatives;
2. (C) contraction—selling assets, closing facilities, ending products or services;
3. (V) joint venture—business venture with another cooperative or business (a legal entity is established, limited liability company, partnership, cooperative, etc.);<sup>1</sup>
4. (A) agreement—working relationship, pact, or strategic alliance;

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<sup>1</sup> Joint ventures can take various legal forms. They may be incorporated as a cooperative, partnership, or established as a limited liability company (LLC). This report is not concerned with defining the legal form, but rather in the business relationship or organizational strategy employed.

Figure 1—Restructuring Activities of Agricultural Cooperatives



5. (E) expansion—purchasing of assets or business units, building new facilities, expanding existing facilities or operations, acquiring outside businesses; and
6. (R) revamp—upgrading or modifying operations, services, functions, or organizational structure.

The cataloging of restructuring activities by this system was done as consistently as possible. In most cases, an expansion activity included purchasing assets of a private company, building new facilities or operations, or expanding in some fashion. In some cases, expansion of one cooperative was also a contraction activity of another cooperative. Similar cases resulted from unification where one cooperative acquired another. Some redundant activities also are listed. A unification activity may indicate that two cooperatives are beginning talks and later, another unification activity will indicate that the same two cooperatives agreed to unify. Clearly, some joint ventures ("V") and unifications ("U") are also expansions ("E") although those cases are listed as joint ventures.

Activities are defined to give the reader a key code for identifying types of activities. The page index at the back of this report identifies activities by date, type, and title line.

## Scope of Activities

Over the period studied and the information reviewed, 346 restructuring activities are reported (table 1). Seventy-one are defined as V—ventures, 67 U—unifications, 126 E—expansions, 32 C—contractions, 20 A—agreements, and 30 R—revampings. Most activity was in expansions (36 percent) followed by ventures and unifications at 20 percent and 19 percent, respectively.

Table 1 also provides the number and type of activities reported by year. The high year was 1994 (55 activities), followed by 1995 (52) and 1989 (45). The low year was 1997 (19 activities). For 1998, there were 32 activities as of July.

The biggest year for expansion activities was 1994 (26) followed by 1989 (17). The peak years for joint ventures were 1995 and 1996 (12 each). For unifications, 1995 had 16. There were 8 revampings and 6 contractions in 1989. Overall, contractions and agreements didn't show much variation among the years. These activities were limited.

The catalog contains nearly 100 listings involving cooperatives and IOFs. Less than half the activities involving cooperatives and IOFs consisted of cooperative expansions (cooperatives buying some or all of the assets of IOFs). A quarter of these activities involved

Table 1—Restructuring activities by type and year

Year	V	U	E	C	A	R	Total
1998	8	7	9	5	3	0	32
1997	4	5	3	2	4	1	19
1996	12	4	13	4	2	1	36
1995	12	16	14	4	3	3	52
1994	7	12	26	5	2	3	55
1993	8	1	8	1	2	1	21
1992	7	10	13	2	1	3	36
1991	1	1	13	3	2	3	23
1990	4	6	10	0	0	7	27
1989	8	5	17	6	1	8	45
Totals	71	67	126	32	20	30	346

V=joint venture; U=unification; E=expansion; C=contraction; A=agreement; R=revamping (see figure 1).

1998 is year-to-date, as of July.

joint ventures and a fair number were agreements. In a number of activities, IOFs acquired some or all of the assets of cooperatives.

## Cooperatives in the Listing

Most cooperatives listed are larger, well-known organizations that have made significant restructuring or strategic changes over the period covered. Farmland Industries (MO) is represented by more than 30 listings in this report while Land O'Lakes (MN) had more than 20. Harvest States (MN), Ag Processing, Inc. (NE), and Dairy Farmers of America (MO)—formerly Mid-America Dairymen—had more than 15 activities. Other major players were GROWMARK, Inc. (IL), Universal Cooperatives (MN), Countrymark Cooperative (IN), Tri Valley Growers (CA), Agway Inc. (NY), Gold Kist Inc. (GA), CENEX, Inc. (MN), Ocean Spray Cranberries (MA), Dairylea Cooperative (NY), Agri-Mark, Inc. (MA), Riceland Foods (AR), Darigold Farms (WA), and Southern States Cooperatives (VA). Some of the artificial insemination cooperatives are listed as well as CoBank, the cooperative financier.

Considerable restructuring activity (44 listings) has taken place in the past 12-month period of July/August 1997 through July 1998. Some were interesting developments. For example, Farmland, CENEX, and Universal Cooperatives formed a limited liability company to handle their tires, batteries, and automotive accessories (September/October 1997<sup>2</sup>). U.S. Premium Beef purchased an ownership interest in Farmland National Beef Packing Co.

(November/December 1997). Land O'Lakes and Harvest States formed a feed venture (January/February 1998) to merge feed operations in six Midwest States. Thirteen Oklahoma cooperatives including Farmland are investing in a new flourmill (June 1998). Southern States of Richmond, VA, purchased the farm supply assets of Gold Kist Inc. of Atlanta, GA, that will expand Southern States market area. Agrilink Foods (subsidiary of Pro-Fac) at Rochester, NY, expanded by acquiring assets from two companies in Pennsylvania and Indiana.

Some major developments also should be noted. Land O'Lakes merged with Atlantic Dairy Cooperative, solidifying a 17-year working relationship (March/April 1997). The mega-cooperative, Dairy Farmers of America, was formed (September/October 1997) from the unification of four dairy cooperatives—

Mid-American Dairymen, Associated Milk Producers, Inc., Southern Region, Western Dairymen Cooperative, and Milk Marketing, Inc. The unification of CENEX and Harvest States Cooperatives was approved by members (November/December 1997 and March/April 1998). Land O'Lakes and Dairyman's Cooperative Creamery merged (May 1998). Countrymark and Land O'Lakes were discussing unification (June 1998) after they first announced talks about a joint venture (May 1998). Farmland formed a grain-based alliance with ConAgra in a dual-entity working arrangement (May 1998).

While most joint restructuring activities among cooperatives involve like-type operations, the listing also shows a number of cross-commodity actions. For example, a livestock and a farm supply cooperative unified (i.e., Michigan Livestock Exchange and Southern States—November/December 1997), a service and dairy cooperative allied (i.e., Northeast Dairy Herd Improvement Association and Dairylea Cooperative—March/April 1997), and dairy and livestock cooperatives unified (i.e., Dairylea Cooperative and Empire Livestock Cooperative—May 1995).

Four expansions resulted in contraction activities of other cooperatives. The July 1998 purchase by Southern States of the farm supply retail outlets of Gold Kist was an expansion for Southern States, but a contraction for Gold Kist. Also significant was the purchase of the Washington State operations of U.S. Grape by Welch's (subsidiary of National Grape) in February 1990.

A handful of listings involved U.S. cooperative restructuring activities in foreign countries. There are a few joint ventures with foreign companies, an expansion effort involving asset purchase, a unification, and an agreement. For instance, Dairy Farmers of America has a cheese venture with a New Zealand Dairy Board subsidiary (February 1998), Farmland has an ammonia plant venture in Trinidad and Tobago (April 1996), Land O'Lakes has a livestock feed venture in Taiwan (March/April 1996), and Riceland Foods has a venture with two Japanese firms (August 1993). GROWMARK purchased the assets of the largest farm supply cooperative in Ontario, Canada (February 1995), and Ag Processing purchased the assets of a Canadian feed firm (September 1994). An agreement between 21st Century Genetics and Holland Genetics was reported in June 1994.

A couple of restructurings involved the financial institutions serving cooperatives. CoBank expanded into Mexico by opening an office in Mexico City (May

<sup>2</sup> Dates are reference points indicating when activity was reported. Reader may refer to the catalog for more information on corresponding activity.

1994). In a three-way move, CoBank, the Springfield Bank for Cooperatives, and the Farm Credit Bank of Springfield merged (January 1995).

Working toward and negotiating consolidations is a difficult task for cooperatives, one that often fails. In October 1995, Land O'Lakes and Ag Processing announced plans to work toward unification, but later called off the talks.

### Summary Observations

In a mature, dynamic, and fast-changing agricultural marketplace, farmer cooperatives are finding it necessary to consolidate and cooperate with each other and/or alter their internal structures to meet the challenges in their external environments. This is evident in the multitude of restructurings that have and are continuing to occur among major cooperatives in the United States.

Many cooperatives are restructuring to remain or become more efficient domestically, and in some cases, globally, in order to compete with agribusiness entities that have size and/or resource advantages. Many unification activities identify with that strategy. Most unifications seek to achieve greater efficiencies, develop value-added products, and improve market access. Other actions are similar. Joint ventures, agreements, and strategic alliances are pushing the envelope for gains in efficiency and size economies. Other cooperatives are scaling back operations aimed at improved internal efficiencies and focus.

Restructuring is either external or internal. Figure 2 shows the distinction. Some cooperatives use both strategies to position and improve their organizations. For instance, Mid-America Dairymen used numerous external restructuring efforts (e.g., unifications with other dairy cooperatives) and then often followed with various internal restructuring activities (e.g., selling existing plants, building new plants, etc.) to tighten the focus of their strategic effort. Mid-Am's restructuring was fairly continuous and the cooperative eventually joined with other large dairy cooperatives in forming Dairy Farmers of America.

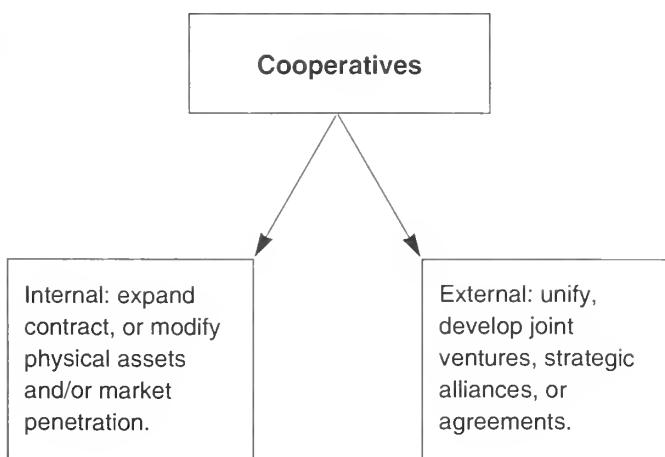
Many regional agricultural cooperatives, at one time serving specified regional areas to serve certain types of farmers, are reaching beyond traditional boundaries and service priorities to better compete for the future. Cooperatives are seeking varied combinations with other cooperatives or IOFs.

The value-added concept is at the restructuring forefront. Cooperative members are looking not only to produce commodities to sell raw, but also to vertically integrate and develop commodities into higher-value end-products. Many of the joint ventures and expansions listed indicate that trend.

While it is clear that restructuring activities are continuing among many cooperatives, how these are occurring is less clear. Why are cooperatives selecting certain partners and not others? Why are some cooperatives very active in restructuring while others are reluctant to participate? What makes some cooperatives move quickly and proactively change while others take their time and often don't act? The answers are tied to the financial and industry position, future outlook, strategic planning initiatives, and leadership of the cooperatives. Available resources, ability to plan for the future, degree of progressiveness, willingness to cooperate with industry counterparts, and the prevailing attitude about entwining cooperative cultures indicate how quickly and ably cooperatives are willing to devise and initiate restructuring strategies.

The work of this report will continue. Future restructurings will be added to the listing. Additionally, more study into the dynamic agricultural markets and the players in them is needed. Cooperative leaders need to know what their industry counterparts are doing, keep abreast of successful strategies for positioning their organizations into changing markets, and develop further cooperation among cooperatives.

Figure 2—Cooperative Structural Change Actions



## Catalog—Cooperative Restructuring Activities

Restructuring activities are listed by month and years as derived from various news sources and USDA's *Rural Cooperatives* magazine (formerly *Farmer Cooperatives*).

### From Various News Sources

July 1998

#### **MLE Marketing Co-op To Close Markets (C)**

A decision by MLE Marketing Co-op to close 13 of the 16 hog-buying markets it owns or manages in Indiana will be a painful blow to smaller hog farmers. The closings are prompted by the expected shutdown of a Detroit slaughterhouse, Thorn Apple Valley, which bought most of the 2.5 million hogs purchased by MLE in Indiana and three surrounding states last year. The Detroit plant, which employs 1,000, will close, victim of intense competition in the low-profit meatpacking industry. Without Thorn Apple, MLE will probably need to buy only 1.5 million hogs a year. Many can be shipped directly from farms without using stockyards as collecting points.

#### **AgriBioTech and FFR Cooperative To Form Alliance (A)**

AgriBioTech, Inc., and FFR Cooperative have signed a letter of intent to form a long-term, worldwide research alliance to develop and commercialize improved proprietary seed products. The letter outlines how AgriBioTech and FFR will form a long-term research alliance to develop improved proprietary seed products, and details other intentions regarding selection and distribution of elite genetic material, biotechnology assets, production, funding, and other matters.

#### **Agrilink Foods To Acquire Dean's Vegetable Business (E)**

Agrilink Foods, Inc., a wholly-owned subsidiary of Pro-Fac Cooperative at Rochester, NY, has reached a definitive agreement with Dean Foods Company of Franklin Park, IL, to acquire Dean's vegetable operations, which include the nationally known Birds Eye, Freshlike, and VegAll brands. The transaction consists of about \$400 million in cash and Agrilink's aseptic foods, in Benton Harbor, MI. The transaction is subject to regulatory approval.

#### **DeKalb Agra To Dissolve (C)**

A co-op that has served farmers in northeastern Indiana for 68 years will dissolve itself and key assets will be sold to competitors. The decision by DeKalb Agra's board to sell out is rare in the farm cooperative movement. Directors had to "swallow pretty hard" before approving the sale 9-0. If approved by the co-op's 1,176 active members, DeKalb Agra will sell its grain-handling facilities to Central Soya Co. of Fort Wayne, IN; its fertilizer business and retail farm center to the Andersons of Maumee, OH; its propane business to Hoosier Propane; and its liquid fuels business to North Central Co-op of Wabash, IN.

#### **Agrilink Foods Acquires Hopay Distributing (E)**

Agrilink Foods, Inc., a wholly-owned subsidiary of Pro-Fac Cooperative of Rochester, NY, has acquired J.A. Hopay Distributing Co., Inc., of Pittsburgh, PA. Hopay has 21 routes which distribute potato chips and other snacks for Snyder of Berlin, an Agrilink business unit in Berlin, PA, and other non-competing snack products in the metropolitan Pittsburgh area.

#### **CENEX Harvest States To Build New Soybean Facility (E)**

CENEX Harvest States will build a \$40 million soybean-crushing facility near Fairmont, MN. The plant will employ at least 30 people and will process at least 60,000 bushels of soybeans a day, or about 5 percent of Minnesota's total soybean output. The facility will be built on 20 acres in the 160-acre parcel in southwest Minnesota, allowing room for future expansion. It is expected to be open by Fall 2001.

#### **Farmland and Farmers Petroleum Propose Merger (U)**

Farmland Industries, Inc., of Kansas City, MO, plans to merge with Farmers Petroleum Cooperative, Inc., of Lansing, MI. Farmers Petroleum, which has 4,100 members, is owned by Michigan farm cooperatives, individual farmers, and the Michigan Farm Bureau. Petroleum continues to be a major business unit for Farmland. Under the merger, Farmland would operate the five retail facilities now operated by Farmers Petroleum.

#### **SSC To Acquire Gold Kist Farm Supply Assets (E)**

Southern States Cooperative (SSC) of Richmond, VA, signed a letter of intent to acquire the retail farm supply assets of Gold Kist Inc., one of the nation's largest

poultry producers. The purchase will take SSC into Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, South Carolina, and Texas.

### **GROWMARK Buys Seed Plant (E)**

GROWMARK, Inc., the regional farm supply and grain marketing cooperative based in Illinois, has purchased Novartis Seeds Inc., of Bloomington, IL, for an undisclosed amount. The purchase agreement will become effective after directors of both companies approve the deal later this summer. GROWMARK will convert the seed corn conditioning facility to process soybean seed because of strong demand for its FS HiSoy soybean lines.

## **June 1998**

### **Foremost Farms To Close Golden Guernsey Dairy (C)**

Foremost Farms USA is closing Golden Guernsey Dairy, the last remaining dairy out of dozens that once provided milk in Wausau, WI. The shutdown in mid-1999 will put 89 employees out of work. The plant has insufficient cooler space and is too land-locked to expand. Milk production and distribution will be moved to two other Foremost plants in Waukesha and De Pere after the shutdown.

### **Grain Firms Pursuing Joint Venture (V)**

Minnesota's CENEX Harvest States is working with United Grain Corporation (UGC) on a joint venture to combine their wheat and barley operations in the Western United States. CENEX Harvest States is an integrated, farm-to-consumer cooperative involved in activities ranging from oil refining/pipeline operations and distribution of farm supplies, to the marketing and processing of grain and food products. UGC is a wholly owned subsidiary of Mitsui USA and Mitsui & Co., Ltd. of Japan. The joint venture will include UGC's export elevator at Vancouver, WA, and the Kalama, WA, export facility operated by CENEX Harvest States.

### **Dakota Growers To Build New Milling Unit (E)**

Dakota Growers Pasta Co.'s board of directors has authorized the construction of a new milling unit at its Carrington, ND, durum milling and pasta production facility. The new mill is expected to be completed by February 1999. Plans for the grower-owned cooperative's third milling unit were made to meet the need for semolina at the Carrington and Minneapolis-area

production plants. The new milling unit could add as much as 5 million bushels to the plant's current 7 million bushel-per-year capacity.

### **Countrymark Co-op, Land O'Lakes Discuss Unification (U)**

Countrymark Cooperative of Indianapolis, IN, and Land O'Lakes, of Minneapolis, MN, are expanding the scope of their recent alliance talks to include a much more complete unification of business. The talks involve management and committees of the two boards of directors. In addition to investigating the advantages of a joint venture in feed, the cooperatives will consider the benefits of combining Countrymark Co-op's streamlined agricultural supply operations with Land O'Lakes.

### **Grain Cooperatives Invest In Flour Mill (V)**

A group of Oklahoma wheat farmers will soon do more than just grow their crop—they'll mill it too. Thirteen Oklahoma cooperatives formed a company known as Southwest Grain Marketers, LLC, to invest \$16 million and build Country Home Milling in Saginaw, TX. The venture will mill wheat into flour for specialty breads, such as bagels, pizza dough, high-quality rolls, and tortillas. Southwest Grain will contribute one-third of the cost of the new mill, while Bay State Milling Co. of Quincy, MA, and Farmland Industries of Kansas City, MO, the balance.

### **Land O'Lakes, Dairyman's Plan Major Cheese Whey Plant (E)**

Following the recent decision by members of Land O'Lakes at Minneapolis, MN, and Dairyman's Cooperative Creamery Association of Tulare, CA, to merge on July 1, the two cooperatives plan to equip and operate a large-scale cheese and whey fractions facility in Tulare. Dairyman's recently acquired a 300,000-square-foot food processing facility in anticipation of the business venture with Land O'Lakes.

## **May 1998**

### **Land O' Lakes, Dairyman's Merger Plan Approved (U)**

Members of Land O'Lakes, of Minneapolis, MN, and Dairyman's Cooperative Creamery Association, of Tulare, CA, have given final approval to a July 1 merger that will make Land O'Lakes a \$5 billion national cooperative.

### ***Farmland Venture With ConAgra (V)***

Farmland Industries, Inc., Kansas City, MO, plans to form a grain-based alliance with ConAgra, Inc., of Omaha, NE, one of the country's largest independent food company. The unique alliance contains two entities. The first is Concourse Grain, LLC, an organization created to improve the position of wheat moving through the Farmland system. The second involves joint ownership of ConAgra's Atwood-Kellogg subsidiary, which will provide grain-merchandising services to members and customers.

Concourse Grain, LLC, will market wheat originated by Farmland and certain wheat originated by ConAgra, thus providing both domestic and global wheat consumers access to multiple classes of wheat. International consumers will be served from multiple export points across the U.S. In addition, Farmland purchased a 50-percent stake in Atwood-Kellogg, which will be renamed Farmwood-Atwood, LLC. This entity will function as an independent provider of risk management, financial and grain support services and grain brokerage.

### ***Ag Processing Plans Cooperation (V)***

Ag Processing, Inc., of Omaha, NE, and Harvest States Cooperatives, of St. Paul, MN, plan to operate some of their oilseed processing and refining facilities in a joint venture. The two cooperatives signed a letter of intent that would apply to Ag Processing plants at Emmetsburg, IA, and Hastings, NE, and a facility that Harvest States plans to build in southwest Minnesota or southeastern South Dakota. A definitive agreement on the joint venture is due after Harvest States merges with CENEX, Inc., and would be subject to approval by Ag Processing's board and shareholders and the CENEX Harvest States board.

### ***Countrymark, LOL Announce Joint Venture Discussions (V)***

Countrymark Co-op, based in Indianapolis, IN, and Land O'Lakes of Minneapolis, MN, plan to discuss a joint venture. The planned talks will involve committees of the two boards of directors and will focus on opportunities to enhance overall operations, specifically the cooperatives' livestock businesses. The committees also will explore opportunities to help livestock producers develop their business in the Countrymark trade territory.

### ***Farmland To Buy SF Services (U)***

SF Services of North Little Rock, AR, whose small-town farm supply stores racked up \$623 million in 1997 sales, is being bought by Farmland Industries, Inc., of Kansas City, MO. Arkansas has at least 83 SF-affiliated stores spread from Almyra to Wynne. Another 420 locations are scattered through east Texas, Mississippi, Louisiana, Oklahoma, with some locations in Alabama and Kansas. Any sale must be approved by the 126 store-owning members of SF.

### **April 1998**

#### ***Pro-Fac Buying Business (E)***

The farmer-owned Pro-Fac Cooperative at Rochester, NY, plans to acquire a Minneapolis-based nutrition-medical business that supplies hospitals and health care facilities with private labeled nutritional products.

#### ***Proposed Merger of Land O'Lakes and Dairyman's Co-op Creamery (U)***

Land O'Lakes of Minneapolis, MN, wants to beef up its presence in the West via merger with Dairyman's Cooperative Creamery Association of Tulare, CA. The two cooperatives have a long history together. Dairyman's has been making butter for Land O'Lakes for 15 years. Members of the two cooperatives could receive and vote on a formal merger proposal within 45 days.

#### ***DFA To Close Plant (C)***

Dairy Farmers of America, Kansas City, MO, will close its plant at Bloomer, WI, putting 24 people out of work. The plant manufactures dehydrated products used in other food products.

#### ***Premier Roasters Acquires Tri Valley Unit (C)***

Tri Valley Growers (TVG), of San Ramon, CA, has sold its coffee business to a new entity, Premier Roasters, LLC. Terms of the agreement were not disclosed except that Premier Roasters purchased the assets of TVG's coffee business. Premier Roasters will license the use of the S&W label from TVG. TVG will continue to sell and distribute coffee products on behalf of Premier Roasters for a period of time to ensure a smooth transition.

### **March 1998**

#### ***Mid-Oklahoma Co-op Formed (U)***

Members of the Kingfisher Co-op Elevator Association and Farmers Cooperative Association have agreed to

merge. Cooperatives at County Line, Kingfisher, Okarche, Omega, Piedmont, Watonga and Yukon will form the Mid-Oklahoma Cooperative April 1, 1998. Directors selected from each location will serve 4-year terms. Mid-Oklahoma will have a total wheat intake of 3 million to 3.5 million bushels and a storage capacity of 4.75 million bushels for wheat, milo, oats, soybeans, and other crops.

## February 1998

### Dairy Farmers of America Form Joint Venture With NZDB Subsidiary (V)

Dairy Farmers of America (DFA), Kansas City, MO, and Milk Products Holdings (MPH), a wholly-owned subsidiary of the New Zealand Dairy Board have formed a new joint venture to process and market graded cheese. The venture is based on DFA's business operations in Wisconsin. The facilities there include equipment for filling, packaging, and storing Parmesan and Romano cheese under a multitude of different labels and package configurations for retail, institutional, and industrial markets.

## From Rural Cooperatives Magazine

### March/April 1998

#### Ocean Spray and Pepsi Extend Distribution Agreement (A)

Ocean Spray Cranberries, Inc., and Pepsi-Cola Company have extended their agreement covering distribution of single-serve Ocean Spray fruit juices and juice drinks in the U.S. Under the terms of the agreement, Pepsi and individual independent Pepsi franchise bottlers will continue to distribute Ocean Spray single-serve beverages to supermarkets, convenience stores, vending machines, and other retail outlets for at least three more years. The extension sets the stage for what both companies hope will be a more lasting relationship. During the past 6 years of the alliance, Ocean Spray has risen from the sixth biggest player in single-serve juices and drinks to No. 2. The Ocean Spray/Pepsi alliance sells more than \$350 million in product in North America.

#### Dakota Growers Details Primo Piatto Purchase (E)

Dakota Growers Pasta Company of Carrington, ND, paid \$11 million in cash and 30,000 shares of convertible preferred stock to acquire Primo Piatto, Inc., a Minneapolis-based pasta producer, in February 1998.

In a March 11 filing with the Securities and Exchange Commission, Dakota Growers said the total number of convertible preferred shares would be reduced if the net debt of Primo Piatto were found to be in excess of \$8 million. If the net debt is less, the cash portion of the purchase price will increase. The acquisition was funded by a loan from the St. Paul Bank for Cooperatives.

### CENEX, Harvest States Members Approve Unification (U)

The members of CENEX, Inc., and Harvest States Cooperatives have overwhelmingly approved unification to form CENEX Harvest States Cooperatives, one of the Nation's largest farmer-owned cooperatives. The unification will take effect June 1, 1998. About 88 percent of CENEX members and 91 percent of Harvest States members favored creating a farmer-owned cooperative spanning the full range of food production from farm supplies to processing and marketing to consumer products.

## January/February 1998

#### Farmers Form Co-op To Buy Bean Plant (V)

The 21st Century Alliance, an organization of 750 farmers in Kansas, Colorado, Texas, Nebraska, and Oklahoma, has formed The 21st Century Bean Processing Cooperative to purchase Bean Acres Inc., a dry/edible bean processing facility with corporate offices in Sharon Springs, KS. The purchase would follow a \$1 million stock offering to bean producers, mostly in Kansas and Nebraska. Initially, the new cooperative would clean and bag pinto beans with the option of adding other types of beans later. Deadline for buying membership stock is April 15. Other cooperative efforts initiated by the 21st Century Alliance include purchase of a flour mill in New Mexico and a milk production facility scheduled to go on line in September.

#### LOL, Harvest States in Feed Venture (V)

A joint venture to merge feed operations in six Midwest States has been formed by two Minnesota-based cooperatives, Land O'Lakes, Inc., and Harvest States Cooperatives. The agreement will be final and implemented by mid-year. It would unite 16 mills in North and South Dakota, Montana, Kansas, Nebraska, and the western third of Minnesota into a single structure that would be owned and jointly managed by the two cooperatives. The merger involves only plants in overlapping territories. The goal is to create a more cost-effective source of high-quality feeds. Both coop-

eratives believe they will have the more depth in areas of species programs, research, training and analysis as well as a wider variety of products to better serve their members.

### ***LOL Feed Agreement (A)***

Land O'Lakes' (LOL), western feed division and Bleyhl Farm Service, Inc., a local cooperative at Grandview, WA, have agreed to a co-packing and facility leasing agreement that could lead to an acquisition of Bleyhl's feed assets at its plant in Granger, WA—the site of a fire in 1996. The cooperative serves producers in the Yakima Valley of central Washington and north central Oregon. LOL's western feed division, based in Seattle, serves nine feed facilities in the Pacific Northwest.

### ***November/December 1997***

#### ***Beef Co-op Buys Into Farmland (V)***

U.S. Premium Beef Ltd., a closed cooperative owned by beef producers, has purchased an ownership interest in Farmland National Beef Packing Co., making it the only major beef packing company to be fully owned by producers.

#### ***Agrilink Foods To Buy DelAgra (E)***

Agrilink Foods, a wholly owned subsidiary of Pro-Fac Cooperative, at Rochester, NY, has signed a letter of intent to purchase the assets and business of DelAgra Corp., a producer of private label frozen vegetables based in Bridgeville, DE. The purchase fits with Agrilink's strategic plan to expand its frozen vegetable business by providing increased sales volume and production capacity in a different part of the country.

#### ***LOL to Merchandise Millfeeds (A)***

Land O'Lakes, of Minneapolis, MN, has signed an exclusive agreement with American Italian Pasta Co. to merchandise millfeeds generated by American Italian's new milling facility in Columbia, SC.

#### ***Michigan Livestock, Southern States***

#### ***Eye Merger (U)***

Michigan Livestock Exchange and its subsidiaries, which have 60,000 members and sales that topped \$700 million in 1996, would become the livestock marketing division of Southern States Cooperative based at Richmond, VA, under a proposed merger.

#### ***CENEX, Harvest States Merger Goes to Membership (U)***

Members of two leading Upper Midwest agricultural cooperatives—CENEX and Harvest States Cooperatives—will be asked to vote on a unification plan April 1 which would create a new cooperative with about \$10 billion in annual sales. Both firms are headquartered near Minneapolis, MN.

### ***September/October 1997***

#### ***Dairy Farmers of America Formed (U)***

Members of four leading U.S. dairy marketing cooperatives (Mid-America Dairymen, Milk Marketing Inc., AMPI Southern Region, and Western Dairymen Cooperative, Inc.) have voted to consolidate into one mega cooperative, Dairy Farmers of America, at Kansas City, MO. The new cooperative will handle about 21 percent of the Nation's milk supply; serve 22,000 members in 42 States; will have combined sales of nearly \$7 billion; and will have a marketing volume of more than 32.5 billion pounds of milk (1996).

#### ***Swiss Valley Buys Wisconsin Facilities (E)***

Swiss Valley Farms Company, Davenport, IA, purchased cheese processing plants in Wisconsin, one of them owned by Tri-State Milk Cooperative, at West Salem, WI.

#### ***Cooperatives Form Tire Company (V)***

A limited liability company, which will handle tires, batteries, automotive accessories, and antifreeze, has been formed by Farmland Industries, Kansas City, MO, CENEX, St. Paul, MN, and Universal Cooperatives, an interregional supply cooperative based in Minneapolis, MN. The new Triton Tire and Battery Co., will be headquartered in Minneapolis. The combination eliminates much of the duplication existing in combined trade territories and customer bases of the three cooperatives and will result in significant efficiency gained in both marketing and distribution for the partners.

#### ***Heartland Co-op Sold to Competitor (C)***

Seven grain elevators owned by Heartland Cooperative, Inc. in south central Illinois, were purchased by Cargill Inc., Minnetonka, MN. Heartland was formed in 1989 by the merger of cooperatives at Villa Grove and Tuscola, Ill.

## **July/August 1997**

### ***Beef Producers Buy Half of Farmland Packer (V)***

U.S. Premium Beef Ltd., a closed cooperative based in Manhattan, KS, has agreed to purchase half interest in Farmland National Beef Packing Co., the fourth largest beef processor in the nation. Farmland National Beef processed nearly 8 percent of U.S.-fed cattle in 1996-1997 at its facilities in Liberal and Dodge City, KS. The partnership is expected to create another way for producers to participate in Farmland's farm-to-table system, which provides individual producers the business advantages typically held only by traditional, vertically integrated processors.

### ***MMI, Alfa Laval in Pact (A)***

An exclusive supply agreement has been reached between Milk Marketing Inc. (MMI) of Strongsville, OH, and Alfa Laval Agri of Kansas City, MO. Alfa, the world's largest dairy supplier, will provide sanitation and milkhouse supplies, capital equipment and service for the 7,500-member dairy cooperative operating in 11 northeastern States. MMI cited changes in the agricultural economy for discontinuing its former farm supply division.

### ***MMI, Independent Cooperative Supply Agreement (A)***

Milk Marketing, Inc., of Strongsville, OH, and Independent Cooperative Milk Producers Association, of Grand Rapids, MI, have agreed to a milk supply arrangement that includes the sale of the Michigan cooperative's Kalamazoo Creamery Co., and assets to MMI.

## **May/June 1997**

### ***Kentucky Livestock Exchange Expands (E)***

Two marketing outlets have been added to Kentucky Livestock Exchange's service area to help attract new members to the cooperative. Last fall, the exchange acquired a multi-species livestock market in Irvington and a new market was opened this spring in at Owenton.

### ***California Pear Growers Scale Back (C)***

The board of directors of the California Pear Growers has voted to limit the company's primary functions to bargaining services. Most of its other functions will be transferred to the California Pear Advisory Board, the State pear marketing order. The board cited the sag-

ging economic conditions of the pear industry as a factor in its decision. The positions of president and field representative were consolidated and a bookkeeper position was eliminated.

## **March/April 1997**

### ***Farmland Signs Sulfur Processing Pact (A)***

A sulfur processing facility is under construction next to Farmland Industries' petroleum refinery at Coffeyville, KN. Completion is scheduled for October. The project is part of a 20-year agreement signed between Farmland and Tessenderlo/KERLEY Inc., a wholly owned subsidiary of Tessenderlo USA Inc. Tessenderlo is building the plant and applying its proprietary technology to convert petroleum sulfur gas byproducts into potassium thiosulfate fertilizer—a high quality liquid plant nutrient. Farmland will benefit from improved refinery economics by significantly improving its ability to process higher sulfur (lower cost) crude oil.

### ***RGA Eyes Biotech Venture (V)***

Entry into the biotechnology business may help improve the outlook for Rice Growers Association (RGA) of California in Sacramento. A 25-year business partnership with Applied Phytologics Inc. (API), of Sacramento, was being studied. The proposal is subject to approval by both boards. API would supply genetically altered seed to RGA growers, who would plant the crop, monitor its progress and harvest it for further processing. RGA would gain exclusive rights to API-developed agricultural services and businesses. API gains a significant laboratory to develop its genetically engineered products. API was formed in 1993 and does genetic research in a wide range of biopharmaceutical and industrial products. RGA has about 250 members.

### ***Tri Valley Revamps Transportation Center (R)***

California-based Tri Valley Growers (TVG) has reorganized its transportation service center as part of a series of moves to more closely align the grower-owned cooperative with its core businesses of food marketing, growing and processing. The reorganization will shift ownership and management of about half of the company's Modesto-based trucking fleet to a trucking specialist company. TVG's transportation service center had owned or leased 60 trucks and employed as many as 110 full-time or seasonal drivers, mechanics, and administrative personnel. The co-op

will now own or lease only 17 trucks and will reduce its transportation staff to 60 full-time or seasonal drivers and related support staff.

### **Dairylea, DHIA Combining Operations (U)**

Cooperative Dairy One Inc., has been formed from the merger of Northeast Dairy Herd Improvement Association, Ithaca, NY, and Dairylea Cooperative, Inc., of Syracuse, NY. Dairy One's mission will be to bring about needed changes in the dairy industry and ensure that the Northeast remains a strong and viable region for dairying and dairy services.

### **Atlantic, Land O'Lakes Merge (U)**

Members of two of the nation's leading dairy marketing cooperatives have approved the merger of Atlantic Dairy Cooperative (ADC), of Philadelphia, PA, with Land O'Lakes (LOL), of Minneapolis, MN. The merger solidifies a 17-year relationship between the two cooperatives. ADC's administrative operations at Southhampton, PA, will be maintained, as will its field staff and the staff of its Holly Milk manufacturing operation. LOL's governance system will be adopted and all ADC members will become members of LOL.

## **November/December 1996**

### **Harvest States Expands Milling Activities (E)**

Milling activities were expanded this year at Harvest States Cooperative—a new mill at Kenosha, WI, began operations and a second is under construction at Houston, TX. A third is in planning stages.

### **Iowa REC's Form Service Company (V)**

Four rural electric cooperatives in eastern Iowa have formed a service company to coordinate marketing, economic development and support functions in their trade territories. Members of New Resources, Inc. (NRI) are: East-Central Iowa REC in Vinton; East Iowa Light and Power Cooperative in Wilton; Linn County REC in Marion; and Maquoketa Valley REC in Anamosa. Creation of NRI formalizes a prior joint services arrangement among the four organizations. It will allow them to capitalize on economies of scale and better use of resources while retaining the distinct advantage of local ownership and control.

## **September/October 1996**

### **Regionals Buy Mexican Feed Company (V)**

Countrymark Cooperative, Inc., of Indianapolis, IN, and GROWMARK Inc., of Bloomington, Ill., have

announced their joint purchase from Unilever of Malta Clayton, a leading feed manufacturer in Mexico. Malta Clayton manufactures livestock and specialty feeds and employs more than 600 people at six plants strategically located in northern and central Mexico.

### **Mid-Am Expands Cheese Plant (E)**

Mid-America Dairymen of Springfield, MO, has begun construction of a \$4.8 million addition to its existing cheese manufacturing plant at Harington, NE. New equipment includes a state-of-the-art shredder line to provide additional service to one of Mid-Am's largest pizza customers. Mid-Am purchased the Harington plant in 1986, converted it to make mozzarella, and nearly tripled the capacity. The plant is also equipped to concentrate the whey from the cheese-making operation and ship it to Mid-Am's plant at Norfolk, NE, for further processing.

### **Dakota Soybean Processors Open Plant (E)**

South Dakota Soybean Processors, a 2,100-member cooperative, opened a \$32.5 million soybean processing plant near Volga, SD.

### **Wilsey, Holsum Complete Venture (V)**

Arrangements have been completed for a joint venture between Wilsey Foods Inc., (subsidiary of Mitsui USA and Mitsui & Co., Ltd. of Japan) and Holsum Foods, a division of Harvest States Cooperatives of St. Paul, MN. Both Holsum and Wilsey are food processing and packaging companies that provide a variety of branded and private label products to the food service industry and retail operations. The intent is to serve customers with nationwide and international distributions needs.

## **July/August 1996**

### **Equity Livestock Acquires Midwest in Wisconsin (U)**

The largest livestock marketing cooperative in Wisconsin, Equity Cooperative Livestock Sales Association at Baraboo, has become the dominant cooperative of its type in the State with its purchase of Midwest Livestock Producers of Francis Creek.

### **AGP Okays Emmetsburg Soybean Plant (E)**

The board of directors of Ag Processing, Inc., at Omaha, NE, has approved final plans for a new soybean processing plant at Emmetsburg in northern

Iowa. This will be AGP's eighth soybean processing plant and will offer an additional market for members' soybeans.

### ***Empire Livestock Consolidates Operations (C)***

In an effort to improve its financial standing, Empire Livestock Marketing Cooperative, Ithaca, NY, has announced closing of its Oneonta, NY, market and the consolidation of operations with Central Bridge Livestock Market.

### ***LOL Opens Grain Flaking Facility (E)***

Land O'Lakes, Inc., of Minneapolis, MN, has opened a new grain flaking and commodity transloading facility at Gooding, ID.

### ***Farmland System Opens 100th AMPRIDE (E)***

The Farmland system of cooperatives has opened its 100th AMPRIDE retail fueling station. The modern convenience store and fueling station at Hastings, NE, is jointly owned by Farmers Cooperative Association at Red Cloud, NE, and Cooperative Producers Inc. at Hastings.

### ***Kansas Co-ops Invest in Westland Terminal (V)***

Six additional Kansas cooperatives have invested in Westland Terminal, LLC, at Ogallala, a joint grain terminal venture originally formed in 1995 by Midwest Cooperative at Quinter, Midland Marketing Cooperative at Hays, and Farmland Industries. The new cooperative investors are United Ag Service Inc., at Gorham, Linaria Merchantile Association at Linaria, Logan Farmers Union Co-op at Logan, Ransom Farmers Co-op Union at Ransom, Scott Cooperative Association at Scott City, and Farmers Co-op Elevator at Dighton.

### ***Mid-Am Sells Plant to Venture Partners (V)***

Mid-America Dairymen of Springfield, MO, has sold its Gillette ice cream plant at Norfolk, NE, to its two venture partners, Highland Dairy Foods Co. of Springfield, MO, and Roberts Dairy Company of Omaha, NE. The agreement is meant to solidify the ice cream operations of both partners and puts them in a better competitive position. Although Mid-Am no longer owns the plant, members will continue to earn profits through joint-venture profit sharing by the affiliated companies.

## ***May/June 1996***

### ***WDCI, Schreiber Form Alliance (A)***

A strategic alliance has been formed between Western Dairymen Cooperative, Inc. (WDCI), Thornton, CO, and Schreiber Foods, Inc. (SFI) of Green Bay, WI. WDCI is discontinuing a cheese marketing joint venture—Dairi-West Marketing—with Darigold of Seattle. Dairi-West, a \$200 million business that lost \$3.6 million in the first nine months of fiscal 1996, was formed in 1992 by the two dairy marketing cooperatives to gain strength in the marketplace as a supplier of high-quality cheese products. In the new agreement, SFI will: assume duty for all marketing of cheese products; purchase cheese packaging equipment and lease cut-and-wrap area and offices at WDCI's cheese plant in Amalga, UT. WDCI will maintain ownership of its Cache Valley cheese brand and allow SFI to lease the name in exchange for a royalty on each pound of brand cheese sold. WDCI becomes the third cooperative to associate with SFI. Its relationships with Mid-America Dairymen and United Dairymen of Arizona spanned more than 20 years.

### ***WDCI, Fort Collins Milk Producers Unify (U)***

Fort Collins (CO) Milk Producers Association, a dairy marketing cooperative with seven members who produce 2 million pounds of milk annually, has joined Western Dairymen Cooperative, Inc., of Thornton, CO.

### ***Countrymark Forms New Crop, Grain Group (R)***

A new crop production and grain marketing group has been formed at Countrymark, Inc., Indianapolis, IN, from its former seed, plant food, crop production, and grain marketing departments. The combination is intended to increase the opportunities available to member cooperatives and their farmer members.

### ***Ocean Spray To Sell Florida Packinghouse (C)***

Because much of Ocean Spray's fruit packing activities are spread across a network of affiliated facilities, the Massachusetts marketing cooperative has decided to sell its state-of-the-art grapefruit packinghouse at Winter Beach, FL. The cooperative has owned the facility for nearly 10 years, but said it no longer fits into its long-term strategic plans.

### ***Eastern Co-ops (Agway, SSC) in Feed Venture (V)***

Two major East Coast farm supply cooperatives have formed a joint feed manufacturing venture. The

alliance between Agway Inc., Syracuse, NY, and Southern States Cooperative, Inc., Richmond, VA, creates Cooperative Milling, a new firm, which includes Agway's feed mill at Gettysburg, PA. The jointly owned facility will be upgraded and re-engineered to increase capacity and allow for greater production. Each cooperative will be responsible for feed marketing, sales and distribution to its respective customers and members.

### ***Harvest States' Texas Mill Ahead of Schedule (E)***

Harvest States Cooperatives of St. Paul, MN, is building a new 10,000-hundredweight flour mill in Houston, TX, to serve cooperatives. The mill is being built for Amber Milling Company, a division of Harvest States. The Houston mill is the second of three new hard red winter wheat mills to be built by the firms.

### ***Joint Mill Dedicated in Kansas (E)***

Heartland Wheat Grower, LP, opened its new wheat starch and gluten plant at Russell, KS. The plant will process 4.25 million bushels of wheat annually. The \$30 million complex is a joint project of Farmland Industries, Inc., and five of its farmer-owned cooperatives.

### ***Farmland in Joint Venture (V)***

Farmland has entered into a joint venture with Strauss Feeds, North Manchester, IN, to manufacture milk replacers for feeding calves.

### ***Pacific Coast Producers Subsidiary Makes Purchase (E)***

California Custom Foods, a wholly owned subsidiary of Pacific Coast Producers at Lodi, a California fruit and vegetable marketing cooperative, has purchased the interest owned by Ardomona Foods Limited of Australia in a joint partnership called Snack Pack Partners. It was formed to market a fruit cup in the U.S. and Canada.

### ***Gold Kist Expands Aquaculture Center (E)***

Gold Kist Inc., of Atlanta, GA, has purchased an additional 320 acres of land to expand an aquaculture research center near Inverness, MS. Gold Kist conducts selective catfish breeding programs aimed at producing improved strains of brood fish.

### ***Gold Kist Purchases Cotton Company (E)***

Gold Kist Inc., Atlanta, GA, has purchased the assets of the Bishop Cotton & Ginning Co., in South Carolina. It will be blended into Gold Kist's cotton division.

### ***Farmland, Michigan Livestock in Pact (A)***

A marketing agreement has been signed between Michigan Livestock Exchange (MLE), East Lansing, MI, and Farmland Industries, Inc., of Kansas City, MO, allowing Farmland to distribute livestock care products through MLE's buying station.

### ***TFC Buys River Terminal for Fertilizer (E)***

A strategic Missouri River terminal at Caruthersville, MO, which can store 5,000 tons of liquid nitrogen fertilizer has been purchased by Tennessee Farmers Cooperative to strengthen supplies for its member cooperatives in the western part of the State.

### ***March/April 1996***

### ***Farmland Venture Plans Trinidad Ammonia Plant (V)***

Farmland MissChem Ltd., a joint venture between Farmland Industries, Inc., and Mississippi Chemical Corporation, is building an ammonia plant in Trinidad and Tobago.

### ***CF Plans Nitrogen Units at Donaldsville (E)***

The addition of two new nitrogen product units has been approved by the board of directors of CF Industries, Inc., for its plant at Donaldsville, LA. The \$305 million reconfiguration investment will finance new urea and nitrogen solution (UAN) production units. The improvements will increase the plant food manufacturing cooperative's ability to upgrade anhydrous ammonia currently produced at the complex into granular urea and UAN, nitrogen products for which CF's regional cooperative owners have an increasing need. The additional product should alleviate some supply concerns facing Midwest farmers.

### ***LOL Forms Partnership in Taiwan (V)***

Land O'Lakes, Inc., of Minneapolis, MN, has formed a joint venture with a Taiwanese company to produce and market livestock feeds in Southeast Asia. The new company, Land O'Lakes/Animal Nutrition Specialties Company, Ltd., will operate a recently completed feed mill created as part of the venture.

### **Livestock Breeding Cooperatives (Atlantic Breeders, Eastern AI, LABC) Merge (U)**

Members of Atlantic Breeders Cooperative of Lancaster, PA, Eastern A.I. Cooperative, Ithaca, NY, and Louisiana Animal Breeders Cooperative, Baton Rouge, LA, overwhelmingly approved merger plans to form Genex Cooperative. The proposal also made Genex a subsidiary of Cooperative Resources International, an AI holding cooperative based at Shawano, WI. The three cooperatives had been working together since 1986 in a partnership called Federated Genetics.

### **AGP, Protinal in Joint Venture (V)**

AG Processing Inc., Omaha, NE, has formed a joint venture with Protinal, Venezuela's largest feed manufacturer and leading poultry processor.

### **Farmers Food Expands Frozen Line (V)**

Farmers Choice Cooperative, Leeds, ND, has formed a new business, Farmers Choice Frozen Foods, L.L.C., to produce frozen pasta at a leased facility in Minneapolis, MN. The new firm will begin packaging other frozen grain-based foods as a copacker when a new plant is built. The new venture is backed by more than 400 investors from 14 States who have pledged \$3.5 million to \$4 million in equity. The company's flour will be milled by the North Dakota State Mill and Elevator at Grand Forks and Dakota Growers Pasta Company, a sister cooperative at Carrington, ND.

### **Tri Valley To Consolidate Operations (C)**

Tri Valley Growers, a fruit and vegetable processing cooperative based in San Francisco, CA, is consolidating its S & W Fine Foods, Inc. a wholly owned subsidiary in San Ramon, CA, into the parent cooperative. The move is expected to eliminate duplication of internal services.

### **Naturipe Acquires Florida Berries (U)**

Greater access in a more timely fashion to markets in the East and Southwest will be achieved through an agreement between Naturipe Berry Growers of Watsonville, CA, and Ag Mark Produce, Inc., of Plant City, FL. Under the venture, berries grown in Florida will be marketed under the Naturipe label. The Florida source will allow Naturipe, a berry marketing cooperative, to serve the eastern markets at a lower cost during a time when California supplies are limited.

### **January/February 1996**

### **Agway Sells H.P. Hood (C)**

Agway Inc., Syracuse, NY, has sold H.P. Hood Inc., its Boston-based dairy processing subsidiary, to the Catamount Co., of Chelsea, MA.

### **Columbia River Sugar in Pact with Holly (V)**

A partnership has been formed by Columbia River Sugar Co., of Moses Lake, WA, a grower-owned sugarbeet cooperative, and Holly Sugar Corp., a subsidiary of Imperial Holly Corp., Sugar Land, TX. The partnership—Pacific Northwest Sugar Co., LP., in which Columbia River will be a general partner—will construct and operate a sugarbeet processing facility at Moses Lake.

### **December 1995**

### **Farmland Adds Grain Export Outlet (E)**

With an eye toward gaining more efficiencies in grain exporting, Farmland Industries Inc., Kansas City, MO, has signed an agreement with Alabama State Docks to use a facility in Mobile to transfer grain from rail to ships bound for international ports.

### **Co-op Plans Cottonseed Processing Plant (E)**

Plains Cottonseed Oil Mill has announced plans to build a cottonseed processing plant that will include production of bottle cooking/salad oil. The plant will be located near Lubbock, TX, where the cooperative is headquartered and maintains a large crushing plant.

### **Cabot Offers Sun-dried Tomato Basil Cheddar (E)**

The Cabot (Vermont) division of Agri-Mark, Inc., Lawrence, MA, has introduced a sun-dried tomato basic cheddar cheese for use as a snack or with entrees such as lasagna or pizza. Cabot researchers developed the product.

### **Mid-Am Sells Flav-O-Rich (C)**

In an effort to consolidate operations and return more profits to members, Mid-America Dairymen, Inc., Springfield, MO, has exited the fluid milk bottling business by selling its Flav-O-Rich, Inc., subsidiary to Land-O-Sun Dairies, Inc., Johnson City, TN. Mid-Am acquired Flav-O-Rich in the merger with Dairymen, Inc.

### ***Nebraska Ethanol Plant Opens (V)***

An ethanol production plant opened in Aurora, NE, represents a joint venture of Farmland Industries, Inc., The Nebraska Energy Cooperative, and Williams Energy Ventures.

### **November 1995**

#### ***LOL, AGP Shelve Merger Plan (U)***

The proposed merger between Land O' Lakes, Minneapolis, MN, and AG Processing Inc., (AGP), Omaha, NE, has been called off. The cooperatives earlier announced plans to merge their feed operations immediately and to follow that with moves toward full unification. However, concern over the complexity of the undertaking prompted the AGP board to vote unanimously in early October not to proceed with the merger. The current decision does not rule out the possibility of some type of merger in the future, both cooperatives indicated.

#### ***Golden Gem Expands Juice Plant (E)***

Golden Gem Growers, Umatilla, FL, a citrus processing and marketing cooperative, is constructing a \$15.6 million state-of-the-art retail juice packaging plant in Umatilla.

#### ***Pear Co-op Sells Storage Facility (C)***

Mt. Konocti Growers, Inc., Kelseyville, CA, has sold its Reedley, CA, cold-storage facility to Gerawan Farming. The sale was attributed to the need for more equity from sources other than members.

### **October 1995**

#### ***Foremost Farms To Buy Morning Glory (U)***

Foremost Farms USA, Baraboo, WI, has announced plans to acquire the Morning Glory Farms Region of Associated Milk Producers, Inc., (AMPI), Shawano, WI—one of three regions that comprise San Antonio-based AMPI.

#### ***LOL, Ag Processing Inc. To Merge (U)***

Land O'Lakes Inc., Minneapolis, MN, and Ag Processing Inc., Omaha, NE, have announced plans to work toward full unification. The two cooperatives proposed to merge their feed operations as soon as possible under regulations. The two cooperatives have about 240 local co-op members in common, 150 of them in Iowa.

### **September 1995**

#### ***Washington Apple Co-ops Merge (U)***

Washington's largest grower-owned apple cooperative was formed Sept. 1 when two apple cooperatives—Blue Chelan Inc., and Trout, Inc.—merged. The new association, to be known as Trout-Blue Chelan, Inc. represents about 300 growers and will pack 5 million boxes of fruit worth \$70 million annually.

#### ***SF Services, Farmland Launch***

#### ***Joint Ventures (V)***

Farmland Industries, Kansas City, MO, and SF Services, Inc., (SF), North Little Rock, AR, have signed a series of joint venture agreements involving their feed, fertilizer, and petroleum businesses. One agreement combines Farmland's feed mills at Afton, OK, and Van Buren, AR, with the SF feed mill at Fayetteville, AR, into a single, limited liability company called Southern Farmland. Farmland will also supply crop nutrients to SF, and the two co-ops will form a limited liability company to pursue new fertilizer marketing opportunities. Farmland and SF have also expanded an existing petroleum-supply agreement under which Farmland will continue to supply SF with lubricants and begin supplying refined fuel products.

#### ***PLA Purchases Creston Livestock (U)***

Producers Livestock Association, Columbus, OH, has purchased Creston (OH) Livestock Sales, Inc., another livestock cooperative.

#### ***Joint Venture (Farmers Co-op, Farmland)***

#### ***To Operate Grain Terminal (V)***

Farmers Co-op Grain Association of Wellington, KS, the Danville Co-op Association, Danville, KS, and the grain division of Farmland Industries, Inc., Kansas City, MO, have formed a joint venture to lease and operate the Wolcott and Lincoln Inc., grain terminal in Wellington.

#### ***GROWMARK Builds New Mill (E)***

GROWMARK, Inc., of Bloomington, IL, has begun construction on a new \$4 million feed mill in Nashville, IL, to produce 125,000 tons of feed annually.

### **August 1995**

#### ***AMPI, Morning Glory, Foremost Farms***

#### ***Study Merger (U)***

A feasibility study is being conducted to evaluate the benefits of integrating the members and operations of

AMPI's Morning Glory Farms Region into Foremost Farms USA. Both cooperatives have facilities and members concentrated in Wisconsin and northern Illinois. Foremost Farms USA, Baraboo, WI, was created last year by the consolidation of Wisconsin Dairies Cooperative and Golden Guernsey Dairy Cooperative.

### **TFC Buys River Terminal (E)**

Tennessee Farmers Cooperative (TFC), Laverne, TN, has purchased the Fort Loudon Terminal at Lenoir City, TN, from Bennett Spratlin. Ag Distributors Inc., a TFC subsidiary, will operate the terminal. The 19-acre facility provides both river and rail access, with barge unloading capability that will help TFC serve fertilizer customers in eastern Tennessee.

### **AI Co-ops (21st Century, Noba, Atlantic Breeders, Eastern AI, LABC) To Market Jointly (A)**

Five artificial insemination (AI) cooperatives have signed a supply agreement to jointly market bull semen throughout the U.S. Participants are: 21st Century Genetics, Shawano, WI; Noba, Inc., Tiffin, OH; Atlantic Breeders Cooperative, Lancaster, PA; Eastern AI Cooperative, Ithaca, NY; and Louisiana Animal Breeders Cooperative, Baton Rouge, LA.

### **July 1995**

### **California Dairy Co-ops (California Milk, Dairymen's Coop Creamery, Danish Creamery) Launch Joint Venture (V)**

Three dairy cooperatives—California Milk Producers, Dairyman's Cooperative Creamery Association and Danish Creamery Association—have created DairyAmerica Inc., a common agency, to market powdered milk.

### **June 1995**

### **New Joint Venture for Blueberry Co-op (V)**

Black Blueberries Inc., a North Carolina grower cooperative, has formed a joint venture with MBG (formerly the Michigan Blueberry Growers Association), a blueberry marketing cooperative based in Grand Junction, MI. The joint venture is a 15,000-square-foot blueberry packing facility in Bladen County, NC. Black Blueberries is part owner, while MBG will manage day-to-day shipping operations at the facility, but will not share in its ownership.

### **Mid-Am To Close Kentucky Plant (C)**

Mid-America Dairymen, Inc., Springfield, MO, plans to close an Italian cheese plant at Glasgow, KY, as part of the cooperative's overall restructuring effort to follow changes occurring in milk production and to improve its operational efficiency.

### **Riceland Buys Elevators (E)**

Riceland Foods, Inc., Stuttgart, AR, has purchased the former B&G Services Grain Elevator in Alligator, MS, and the former Holden-Conner Elevator in Grubbs, AR.

### **May 1995**

### **MMI and Eastern Approve Merger (U)**

The Nation's third largest dairy cooperative has been created by delegates voting to merge Eastern Milk Producers Cooperative, Syracuse, NY, and Milk Marketing, Inc. (MMI), Strongsville, OH, effective April 1. The new cooperative will retain the MMI name and incorporate Eastern's cow logo into the new logo. The new cooperative has 9,000 farm family members in an area stretching from Indiana to Vermont. It will process 7 billion pounds of milk worth \$1 billion, annually. More than 95 percent of the members of each cooperative who voted approved the merger.

### **Dairylea Acquires Empire Livestock (U)**

Dairylea Cooperative Inc., Syracuse, NY, has assumed ownership and control of the assets of Empire Livestock Marketing Cooperative, Ithaca, NY. Dairylea plans to operate Empire as a fully autonomous subsidiary. Dairylea has been providing administrative services for Empire since the early 1990s. Empire is the largest livestock marketing organization in the Northeast, operating nine markets across New York State.

### **Sun-Diamond To Buy Dole Fruit Unit (E)**

Sun-Diamond Growers, Pleasanton, CA, and two of its member cooperatives—Sun-Maid Raisins and Sunsweet Prunes—have signed a letter of intent to purchase Dole Food's California-based dried fruit business. The transaction does not include Dole's almond and pistachio business or its European-based businesses. Dole will license its brand name to Sun-Diamond for use on dates, raisins, and prunes and will purchase the Dromedary brand name for use with dates. Sun-Diamond will operate Dole's raisin plant in Kerman, CA, and date plant in Thermal, CA.

## **Blue Diamond Growers To Spend \$30 million on Plant (R)**

After several years of study, Blue Diamond Growers has elected to keep its headquarters and primary almond processing facility at its present site in Sacramento. The cooperative will invest \$30 million on plant improvements and new technology.

## **Harvest States in New Joint Venture (V)**

Harvest States Cooperatives, St. Paul, MN, has joined with the California-based Wilsey Foods Inc. in a joint venture that will acquire and operate some facilities of Portion Pac Inc. (PPI), an affiliate of H.J. Heinz Co. that produces mayonnaise, dressings, sauces, syrup, and food base. The new venture will be known as Ventura Foods, and will involve Harvest States' Holsum Foods Division, Waukesha, WI. Mitsui & Co., a Japanese firm, owns Wilsey. The acquisition involves a PPI plant in Chambersburg, PA, that employs 500.

## **Gold Kist To Invest \$10 Million in Cotton Plant (E)**

The new cotton division of Atlanta's Gold Kist Inc., is investing \$10 million in cotton facilities, including a new cotton gin at Jimps, GA. The gin should be operating by the start of the 1995 cotton harvest. Cotton production in the surrounding counties increased 20 percent in 1994 and is expected to climb 31 percent this year. Gold Kist has chosen the site at Moultrie, GA, for a new, 100,000-bale cotton warehouse complex. The warehouse will create 20 full-time jobs.

## **New Name for Tri-State (R)**

Tri-State Breeders, an artificial insemination cooperative based in Baraboo, WI, has changed its name to Accelerated Genetics. The cooperative has been using both names for the past 4-years, but now will use "Accelerated Genetics" exclusively. This reflects the fact that the cooperative has expanded its marketing base. In addition to AI services, it also markets cattle, embryos, and does genetic marker research.

## **Alto, Swiss Valley Pursuing Joint Venture (V)**

Alto Dairy, Waupun, WI, and Swiss Valley Farms, Davenport, IA, have agreed to study and implement joint venture programs for re-engineering plants and products. They also plan to jointly pursue future product development. In addition, the two cooperatives will establish a common bond for legislative input on local, State and national dairy issues. Each cooperative will continue to maintain separate business operations.

## **Plains Cotton To Expand Denim Plant (E)**

Plains Cotton Cooperative Association (PCCA), Lubbock, TX, plans to spend \$15.6 million to expand denim production by 20 percent in its Littlefield, TX, plant. The expansion is the result of continued strong market demand for denim, particularly from Levi Strauss & Co., the mill's primary customer.

## **PCCA and Gold Kist Reach Agreement (A)**

Plains Cotton Cooperative Association of Lubbock, TX, has agreed with Gold Kist Inc., Atlanta, GA, to offer TELECOT electronic cotton marketing service to Gold Kist members in the Southeast. PCCA members in Texas and Oklahoma have been using the electronic marketing system for 20 years. Under the new agreement, Gold Kist will be a customer of Telmark, Inc., a wholly owned subsidiary of PCAA created in 1985 to offer TELECOT service to non-PCAA members.

## **April 1995**

## **Eastern, MMI Sign Merger Agreement (U)**

Eastern Milk Producers, Syracuse, NY, and Milk Marketing Inc., Strongsville, OH, have agreed to consolidate, subject to approval by delegates in late March. If approved, the new cooperative will become the third largest in the nation.

## **Sun Diamond To Purchase Pecan Plant (E)**

Sun-Diamond Growers, Pleasanton, CA, plans to pay \$2.2 million for a bankrupt pecan processing facility in Las Cruces, NM. The plant was formerly operated by SNA Nut. Co.

## **March 1995**

## **AMPI South Buys Coleman Dairy (E)**

The Southern Region of Associated Milk Producers, Inc., Arlington, TX, has purchased Coleman Dairy of Little Rock, AR.

## **AMPI Merges Divisions (R)**

AMPI has merged its Southern Region's Kansas and Oklahoma divisions to form the new Central Plains Division. This marks the third time divisions have merged with the Southern Region to reduce costs and increase efficiencies.

## **SMS Merges With Mid-Am (U)**

Southern Milk Sales (SMS), Montgomery, AL, merged with Mid-America Dairymen, Inc., Springfield, MO. Mid-Am has managed SMS operations on a contract

basis for the past 3 years. Coordination of marketing programs was the goal when the management contract was established and a full merger could follow.

#### **AI Co-ops (Federated Genetics, 21st Century, Noba) To Market Jointly (A)**

Three artificial insemination cooperatives—Federated Genetics, 21st Century, and Noba—have formed a joint marketing plan in which each will represent the other's sire lineups in their respective territories. The marketing plan is intended to help the cooperatives better meet member needs and improve their competitive positions without requiring additional costs for facilities or sires.

#### **Del Monte/PCP Alliance Terminates (C)**

Under pressure from the Federal Trade Commission (FTC), Del Monte Corp. and Pacific Coast Producers (PCP), a Lodi, California-based canned fruit and tomato processing cooperative, have terminated their 2-year-old alliance. The FTC said their production and supply arrangements violated Federal antitrust laws by eliminating PCP as a competitor of Del Monte.

### **February 1995**

#### **MMI, Eastern in Merger Talks (U)**

Milk Marketing Inc. (MMI), Strongsville, OH, and Eastern Milk Producers Cooperative Association Inc., Syracuse, NY, have agreed to discuss merging their cooperatives.

#### **Coble Dairy To Merge With Mid-America (U)**

Members of Coble Dairy, Lexington, NC, have voted unanimously to merge with Mid-America Dairymen, Inc., Springfield, MO. The recent merger of Mid-Am and Dairymen Inc. and their subsequent aggressive marketing program and strong position in Class I fluid milk market in the Southeast provided the incentive to merge. It provides Coble with the opportunity to preserve members' equity and market milk profitably in the future.

#### **Canadian, U.S. Co-ops (UCO, GROWMARK) Join Forces (U)**

GROWMARK, Inc., Bloomington, IL, has purchased the assets of United Co-operatives of Ontario—the largest farm supply and marketing cooperative in Ontario—for \$34 million. Despite geographic differences, the agriculture of Ontario and of the Midwest are compatible because they have strong roots in cooperation among farmers.

#### **Minn-Dak Sugar Beet Plant To Expand (E)**

Minn-Dak Farmers Cooperative, Whapeton, ND, is planning a \$62 million expansion of its sugar processing plant in Whapeton. About 20 percent of the cost will be financed through grower equity by sale of new stock and the rest through a long-term loan.

#### **Farmland, Wilbur-Ellis in Joint Venture (V)**

Farmland Industries, Inc., Kansas City, MO., and Wilbur-Ellis Co., San Francisco, CA, have signed a letter of intent to create a joint venture—WILFARM, LLC—which would be one of the largest wholesale distributors of crop protection products in the US.

#### **Farmland Forms Limited Partnership (V)**

Farmland Industries, Inc., and five of its member cooperatives have formed a limited partnership—Heartland Wheat Growers P.P.—which is constructing a \$30 million wheat gluten and starch plant at Russell, KS.

#### **AGP To Build Ethanol Plant (E)**

Ag Processing Inc., Omaha, NE, plans to build a 30-million-gallon ethanol plant in Hastings, NE. Machinery and equipment for the facility will be salvaged from an idle plant in Jasper, TN. The new plant, scheduled to begin operation in December 1995, will process corn and milo.

### **January 1995**

#### **CoBank, Springfield Banks To Consolidate (U)**

Stockholders of CoBank, the Farm Credit Bank of Springfield (MA), and the Springfield Bank for Cooperatives have overwhelmingly approved consolidation of the three banks to form CoBank, ACB (Agricultural Credit Bank). Headquarters for the new bank will be in Denver, CO.

#### **TVG Exploring Potential Partnerships (U)**

Tri Valley Growers, a San Francisco-based fruit and vegetable processing and marketing cooperative, is exploring possible partnerships or mergers to help strengthen its position in the face of continued consolidation of the food industry.

#### **Iowa Ethanol Co-op To Build Plant (V)**

Plans were unveiled in October for a 30-million-gallon ethanol plant in Carroll or Crawford counties, IA, by Iowa Ethanol Co-op (IEC). Plans call for IEC and Western Ethanol Corporation to cooperate to supply and operate the ethanol plant. IEC members would

contract to supply at least 50 percent of the needed corn and would own 51 percent of the common stock of the plant operating corporation—Western Ethanol Corporation. The remaining 49 percent of common stock and all preferred stock will be held on a non-local, regional basis.

#### ***Holding Co. To Oversee AGP, ADM Feed Operations (V)***

Ag Processing Inc. Omaha, NE, and Archer Daniel Midland Co., Decatur, IL, have agreed in principle to combine their feed operations into a holding company to oversee the assets of the operations. The feed divisions will continue to operate separately under their established names and management will remain intact. This “50-50” partnership will create the third largest feed company in North America and operational savings, particularly in research and development.

#### ***GROWMARK Eyes Canadian Co-op (U)***

GROWMARK, Inc., Bloomington, IL, has signed a letter of intent to purchase the assets of United Cooperative (UCO) of Ontario, the Canadian province’s largest farm supply cooperative. The 40-member cooperatives that own UCO stock will join GROWMARK’s federated system in a cooperative relationship.

#### ***Riceland, ADM Form Processing Partnership (V)***

Riceland Foods, Inc., Stuttgart, AR, and ADM Milling Co., Decatur, IL, have formed a partnership to process and market rice using ADM’s rice storage and processing facilities at Weiner, Otwell, and Knobel, AR, and Crowley, LA. Riceland will manage the partnership’s daily operations. General management will be under the direction of a management committee from the two partners.

#### **December 1994**

#### ***Pro-Fac Completes Acquisition of Curtice Burns (U)***

Pro-Fac Cooperative, Inc., an agricultural marketing cooperative with 707 members, has completed its acquisition of Curtice Burns Food, Inc., which will become a wholly owned subsidiary of Pro-Fac. Both companies are based in Rochester, NY. Both will continue to operate under two separate boards.

#### ***Harvest States To Build New Flour Mill (E)***

Amber Milling Co., a subsidiary of Harvest States Cooperatives, St. Paul, MN, plans to build a flour mill at Mount Pocono in eastern Pennsylvania. Amber Milling is constructing a similar flour mill in Kenosha, WI.

#### **November 1994**

#### ***Mid-Am, DI Merger Receives Justice Approval (U)***

The merger of Mid-America Dairymen, Inc., of Springfield, MO, and Dairymen Inc., of Louisville, KY, has been approved by the U.S. Justice Department, clearing the way for Mid-Am and DI to file required merger certification papers with the states of Kansas and Kentucky, respectively, where the cooperatives are chartered. With more than 92 percent of Mid-Am’s 360 delegates voting, 93.4 percent favored the merger. The new cooperative will continue to use the Mid-Am name.

#### ***Curtice Burns To Merge with Pro-Fac (U)***

Curtice Burns Foods, Inc., has agreed to merge with Pro-Fac Cooperative, both of Rochester, NY. The two are partners in a joint venture in which Pro-Fac is the primary supplier of fruits and vegetables processed by Curtice Burns.

#### ***Agway Expands Churchville Mill (E)***

Agway Inc., has agreed to expand the capacity of its Churchville, NY, flour mill another 50 percent to satisfy growing demands from the baking industry for high quality cake and pastry flour.

#### ***Ag Processing, ADM Form Feed Company (V)***

Ag Processing Inc. (AGP), Omaha, NE, and Archer Daniels Midland Co. (ADM), Decatur, IL, have agreed to combine their feed operations in a holding company.

#### ***Ohio Co-ops Form SunMark Ltd. (V)***

Sunrise Cooperative, Inc., Norwalk, Ohio, and Agrimark Farmers Cooperative, Inc., Ashland, OH, have formed a limited liability corporation called SunMark, Ltd., at Mansfield, OH. SunMark will operate a 1.1-million-bushel grain terminal formerly operated by Countrymark Cooperative.

## **Outlook Prompts Illinois Co-ops (Bond County, Fayette) To Merge (U)**

The boards of two cooperatives looked at where they should be in another 5 years and decided not to wait until conditions forced action. As a result, Bond County Service Company and Fayette Service Company in southern Illinois united to become South Central FS, Inc., at Vandalia, IL.

**October 1994**

## **Seald-Sweet To Market Sweet Potatoes (V)**

Seald-Sweet Growers, a Florida citrus processing and marketing cooperative at Vero Beach, has announced a joint venture with two Louisiana sweet potato growers/shippers to market their products.

## **Dakota Co-op To Make Frozen Dough (E)**

Drayton (ND) Grain Processors Cooperative, has announced plans for a two-phase, \$17-million food processing project. The first phase involves a joint venture to produce frozen baker dough and specialty doughs under the "Drayton Foods" brand. The second phase calls for construction of a food manufacturing plant to produce other types of food products. The cooperative was incorporated last March to mill durum wheat into Semolina. But overcapacity in durum milling prompted the cooperative to instead produce frozen and specialty doughs.

## **Pro-Fac Bids for Curtice Burns (U)**

Pro-Fac Cooperative, Inc., Rochester, NY, has offered \$19 a share, or \$164 million, to buy Curtice Burns Foods, also of Rochester. The two are partners in a joint venture in which Pro-Fac is the primary supplier of fruits and vegetables processed by Curtice Burns.

## **Minn-Dak, Universal To Produce Yeast (V)**

Minn-Dak Farmers Cooperative, Whapeton, ND, and Universal Foods Corp., Milwaukee, WI, have agreed to a joint venture under which they will each own and operate Minn-Dak Yeast Co.

## **MMI Purchases Cheese Plant (E)**

Milk Marketing, Inc, Strongsville, OH, has completed the purchase of Savoldi Cheese Co., West Middlesex, PA. The plant produces shredded cheese products for the food service industry. It will be operated under the umbrella of MMI's Farmers Cheese subsidiary, one of the nation's largest single-source makers of Italian cheeses.

## **AGP Creates New Subsidiary (E)**

Ag Processing, Inc., (AGP), Omaha, NE, is purchasing a 20-percent minority interest from Archer Daniels Midland of Decatur, IL, in AGP, LP, Grain Merchandising. A new wholly-owned subsidiary called AGP Grain Ltd., will have facilities in Indiana, Ohio, North Dakota, and Minnesota.

## **New Addition for Prairie Farms (E)**

Prairie Farms Dairy, Inc., Carlinville, IL, purchased both Braun Dairy, Willow Spring, IL, and the milk bottling operations at Forrest, IL.. Braun had been a Chicago distributor for Prairie Farms.

## **Rice Bran Oil Plant Operating (V)**

A new rice bran oil plant adjacent to Riceland Foods' soybean processing plant in Stuttgart, AR, came on line in May. The plant is part of the RITO Partnership, which Riceland formed with two Japanese companies, Itochu and Tokyo Oil Mills. The partnership is producing and marketing rice bran oil, which will be sold as a livestock ingredient.

**September 1994**

## **Agri-Mark Continues To Acquire Cheese Plants (E)**

Agri-Mark, Inc., a dairy marketing cooperative, Lawrence, MA, has purchased a former Kraft cheese plant in Middlebury, VT. The cooperative has now purchased three Vermont cheese plants in the last few years, representing a total investment of \$50 million.

## **Dairylea Opens Southern Division Office (E)**

Dairylea Cooperative, Syracuse, NY, has opened a Southern Division office in Towanda, PA, to better serve its growing milk marketing and insurance businesses in Pennsylvania. The office will include Pennsylvania, New Jersey, and the southern New York membership areas.

## **Welch's Buys BAMA Foods (E)**

To increase the company's presence in key marketing areas and enhance its position in the "spreads" product arena, Welch's, of Westfield, NY, has purchased BAMA Foods, a unit of Borden, Inc., based in Birmingham, AL. The company will function as a wholly owned subsidiary of Welch's under the "BAMA Foods, Inc." name.

### ***Mississippi Chemical To Convert (R)***

Nearly 100 percent of the shareholders of Mississippi Chemical Corp., Yazoo City, MS, have voted to convert the company from a cooperative to a for-profit corporation. The plan calls for Mississippi Chemical to be merged into a new, wholly owned subsidiary. Outstanding shares of stock will be converted into cash or shares of the new company. The company has also divested its majority interest in Newsprint South Inc., its newsprint manufacturing subsidiary in Grenada, MS.

### ***Blue Anchor Moves Headquarters (R)***

Blue Anchor, Inc., a fresh fruit marketing cooperative, recently moved its sales office and headquarters from Sacramento to Dinuba, CA. Due to urban encroachment, the major fruit-producing region has moved to the San Joaquin Valley, further south than the traditional region of the Sierra foothills above Sacramento.

### ***AgraTech Acquires Midwest Seed Company (E)***

AgraTech Seeds Inc., a subsidiary of Gold Kist Inc., of Atlanta, GA, has increased its Midwest production and marketing capacity with the acquisition of Ainsworth Seed Company in Mason City, IL. The purchase included the firm's corn breeding program and its seed production facilities, marketing rights to the Ainsworth brand name, and an opportunity to sell the firm's established dealer and customer network.

### ***AMPI To Close Madison Plant (C)***

The barrel cheddar cheese plant, cheese store and milk transfer station in Madison, WI, owned by the Morning Glory Farms Region of Associated Milk Producers, Inc., is closing. In recent years, it had been a "balancing" plant for the fluid market, but that role is no longer economically feasible because of declining milk volume in the area.

### ***AGP Unit Buys Canadian Firm (E)***

The board of Ag Processing, Inc., Omaha, NE, has authorized purchase by Masterfeeds, a division of AGP, LP, of the Shur-Gain feed business assets in Alberta, Canada. The purchase includes feed manufacturing plants at Calgary, Didsbury, Edmonton, Lethbridge, and Red Deer.

### ***Harvest States Building Kenosha Mill (E)***

In a major expansion and diversification of its milling activities, Harvest States Cooperatives, of St. Paul, MN, has announced that its Amber Milling Company

subsidiary has begun construction of a flour mill at Kenosha, WI. The mill will serve bakery and pasta manufacturing customers in the Chicago metropolitan area and other parts of the Upper Midwest.

### ***Farmland To Expand Refinery (E)***

The board of directors of Farmland Industries, Kansas City, MO, has ratified a significant expansion for petroleum refining operations in Coffeyville, KS. The move is the next step in Farmland's long-term goal of reinvesting in and extending the capacity of the Coffeyville operation.

### ***August 1994***

### ***Mid-America and Dairymen, Inc., Pursue Merger (U)***

Mid-America Dairymen, Inc., Springfield, MO, and Dairymen, Inc. (DI), Louisville, KY, have signed a non-binding letter of understanding which expresses their intent to merge the two cooperatives. The merger would combine Mid-Am's 14,000 members with DI's 3,000 members in an organization that would cover most of the United States, with the exception of the Northeast, Pacific Northwest, Alaska, and Hawaii. Combining the organizations is expected to increase operational and marketing efficiency of both cooperatives. Members of the two cooperatives must approve the merger.

### ***Producers Livestock Buys Middendorf (E)***

Producers Livestock Association (PLA), of Columbus, OH, has purchased Middendorf Stockyard Company, Inc., based in western Ohio. The purchase is expected to combine the strengths of both companies and provide expanded services to customers. Middendorf Stockyard, founded in 1914, marketed more than 215,000 hogs in 1993 and had gross sales of almost \$24 million. PLA serves over 30,000 livestock producers with livestock marketing and financing facilities in Ohio and Indiana. It marketed more than 1.5 million head of livestock in 1993 and had sales exceeding \$404 million. Financing activities through Producers Live Stock Credit Association, its wholly owned subsidiary, generated another \$65 million. The cooperative did not purchase Middendorf Trucking Co., a subsidiary of the livestock firm.

### ***SD Wheat Growers Builds New Warehouse (E)***

South Dakota Wheat Growers Association at Aberdeen has built a 40,000-square-foot warehouse, one of the largest for storing chemicals and fertilizer in the Upper

Midwest. The new warehouse at Bath, SD, was built to cover existing and anticipated environmental-related regulations. Expanded railroad siding track will accommodate the 25 to 30 cars of dry fertilizer in addition to warehouse storage capacity. The new facility permits the cooperative to expand its business both to current customers and wholesale outlets within a 70-to 100-mile radius.

### **Swiss Valley To Close Cheddar Operation (C)**

Swiss Valley Farms, Co., Davenport, IA, plans to close its cheddar cheese manufacturing operation in Hopkinton, IA. Sales of bottled milk and cultured products have been growing and more milk was needed for those operations rather than for cheddar cheese because bottled milk products yield more value than cheddar cheese for the cooperative's dairy farmer-owners. The company continues to operate a large Swiss Cheese and whey operation at Luana, IA; a milk drying plant at Maquoketa, IA; cheese packaging at St. Olaf, IA; and milk and cultured products at Cedar Rapids and Dubuque, IA, and Chicago.

### **Farmland's Tradigrain Eyes Global Business (E)**

Farmland Industries, Inc., Kansas City, MO, and its latest grain acquisition, Tradigrain, will seek to sell grain on almost every continent. Tradigrain, headquartered in Geneva, Switzerland, brings a wealth of global grain-trading expertise and contacts from more than 20 years in the business.

### **Southern States Forms New Unit (R)**

Southern States Cooperative (SSC), Richmond, VA, has created a new farm and home business unit, which completes reorganization it started last year. The new units will allow SSC to focus better on markets and customers and places more management emphasis on that segment of the business. SSC plans to expand and upgrade facilities.

### **Fox Valley DHI Cooperative Created (U)**

Dairy Herd Improvement (DHI) members in Winnebago and Outagamie counties in eastern Wisconsin have merged, forming the Fox Valley DHI Co-op. The merger permits the two cooperatives to streamline the organizations in the face of declining numbers of dairy herds in the State.

### **GROWMARK Buying Vigoro Outlets (E)**

Seventeen retail outlets in central and northern Illinois are being purchased from the Vigoro Corporation by GROWMARK, Inc., of Bloomington, IL, and some of

its FS member cooperatives. Vigoro is a manufacturer of fertilizer products. The transaction was expected to be completed once pending regulatory approval and other legal details were completed.

### **July 1994**

#### **Blueberry Juice Produced From Joint Venture (V)**

Ozark Valley Products, Inc., Springdale, AR, is demonstrating how the use of local processing and marketing can add value to a commodity. Welch Foods, Inc., had processed Concord grapes in the area until it closed its Arkansas plant in 1992. The closing prompted a group of grape growers and other investors to raise about \$2 million to purchase and upgrade the facility. The plant is now marketing its own brand of all natural, premium Concord grape juice and apple juice, as well as bottling juice for two Arkansas cooperatives.

### **June 1994**

#### **Gulf Dairy To Merge with Mid-America Dairymen (U)**

Gulf Dairy Association, Kentwood, LA, has voted to merge operations with Mid-America Dairymen, Inc., Springfield, MO. Gulf Dairy will operate as a sub-region within Mid-Am's existing Southern Division. Also, Highland Dairy—Mid-Am's joint venture with Prairie Farms Dairy Inc., Carlinville, IL—has acquired Gilt Edge Dairy, a subsidiary of the Dean Milk Co. in Norman, OK. Prairie Farms manages Hiland while Mid-Am supplies the raw milk.

#### **U.S., Dutch Cooperatives Join Forces (A)**

21st Century Genetics, Shawano, WI, and Holland Genetics, The Netherlands, have approved an agreement to work together in sire procurement, embryo exchange, and research. The agreement is believed to be the first of its kind between U.S. and European cooperatives.

### **May 1994**

#### **Three Cooperative Banks To Merge (U)**

CoBank, the Farm Credit Bank of Springfield, MA, and the Springfield Bank for Cooperatives plan to merge pending approval by stockholders and the Farm Credit Administration. The merger is intended to present a significant opportunity for all the banks to improve service to customer-owners, strengthen financial performance and achieve strategic business objectives.

The consolidated bank will act as a wholesale lender to the Farm Credit Association serving the eight States in the first Farm Credit district. The new bank will be headquartered in CoBank's Denver office, with an office in Springfield to serve cooperatives and local associations in New England, New York, and New Jersey.

## April 1994

### **Colorado Co-ops Join Forces (U)**

Members of Consumers Co-op, Inc., and Farmers Union Co-op Elevator, both headquartered in Wray, CO, have voted to consolidate their operations. Eighty percent of the members voting favored unification. The name of the new cooperative will be Great Plains Cooperative, Inc. Combining the two organizations will make the new cooperative one of the largest in Colorado.

### **CENEX/Land O'Lakes Purchase**

#### **Vigoro Units (E)**

CENEX/Land O'Lakes Agronomy Co., has purchased 18 retail Vigoro Industries Farmmarkets in Idaho, Minnesota, and Iowa. Both firms agreed to a long-term, wholesale product supply contract for nitrogen and potash products. Vigoro will supply increasing quantities of wholesale products to Cenex/Land O'Lakes while providing the cooperative attractive retail growth opportunities. Vigoro is a major manufacturer, wholesale marketer, and retailer of potash, nitrogen-based and related products. Cenex/Land O'Lakes Agronomy will manage seven of the facilities purchased while member cooperatives will purchase and manage 11.

## March 1994

### **Harvest States Division Buys Ohio Firm (E)**

The Holsum Foods Division of Harvest States Cooperatives at St. Paul, MN, has purchased the Miami Margarine Co., a Cincinnati-based manufacturer of margarine, cooking oils and shortenings for retail, food service and industrial customers. Holsum is based in Waukesha, WI.

### **Agri-Mark Eyes Kraft's Middlebury Plant (E)**

Agri-Mark, Inc., Lawrence, MA, has signed a letter of intent to purchase the Kraft Foods plant in Middlebury, VT. The plant produces Swill, Baby Swiss,

and Gouda cheeses, with the milk supplied by 225 local Agri-Mark members. The cooperative has been supplying the plant since it began operation in 1975.

### **Snokist Expands Facilities (E)**

Snokist Growers, a Yakima, WA, fresh and processed fruit marketing cooperative, has embarked on a \$1.9 million expansion project which will add 42,000-square-feet of space to its pear cannery operations.

## February 1994

### **New Facility for Empire Livestock (E)**

Empire Livestock Marketing Cooperative, Syracuse, NY, began operating a livestock facility in Owego, NY, in January. The new facility will enable Empire to better serve the needs of livestock farmers in southern New York and northern Pennsylvania.

### **Farmland Buys Grain Trading Group (E)**

Farmland Industries, Inc., Kansas City, MO, has purchased Tradigrain, a Geneva, Switzerland-based international grain trading group formerly owned by British Petroleum. Tradigrain specializes in international trading of wheat and corn, with average sales of more than \$1 billion. Tradigrain will become a wholly-owned subsidiary of Farmland.

### **Land O'Lakes Says Aloha (E)**

Land O'Lakes, Inc., of Minneapolis, MN, has purchased one of four Fred L. Waldron dealers in Hawaii and Waldron's customer list. Land O'Lakes will use the Hawaii base to expand market share in the Western Pacific, including Guam, Samoa, and Micronesia.

### **Ocean Spray Benefits From Agreement (A)**

An agreement with Pepsico has helped Ocean Spray Cranberries, Middleboro, MA, double its single-serving sales in the first year of the agreement. Ocean Spray expects the business volume to double again in 1994. The marketing arrangement has greatly increased Ocean Spray's distribution level in convenience stores and vending machines.

### **Prairie Farms Announces Merger (U)**

Allen Dairy, Fort Wayne, ID, has merged with Prairie Farms Dairy, Inc., Carlinville, IL. Allen Dairy is a fluid milk processing cooperative with about 100 members and it processes about 130 million pounds of milk annually.

## **Humbolt Creamery Building Ice Cream Plant (E)**

Humbolt Creamery Association, Fortuna, CA, is constructing a new plant capable of producing 10 million gallons of ice cream annually in Fernbridge, CA. The cooperative has a co-packaging and marketing agreement with Peninsula Creamery, Palo Alto, CA. Humbolt will manufacture all Peninsula's ice cream products while Peninsula develops domestic and international sales. Peninsula's current plant will close when Humbolt's opens.

**January 1994**

## **Curtice Burns Sells Divisions (C)**

Curtice Burns Foods, Inc., a Rochester, NY, processor and marketer of 22 regionally branded, private label and food service products, has sold certain assets of Hiland Potato Chip Co., in Des Moines, IA, to Weaver Potato Chip Co., Lincoln, NE. Curtice Burns also sold the oat milling portion of its National Oats division in Cedar Rapids, IA, to the Ralston Purina Co., St. Louis, MO. The two sales represent the first part of a restructuring program announced last August.

## **North Central FS Acquires Iowa Facility (U)**

North Central FS, Inc., has purchased the assets of Farmers Cooperative Elevator Co., Chapin, IA. The facility has a grain volume of 1.4 million bushels and has annual merchandise and service sales of more than \$1.1 million.

**AGRI Industries, Heartland in Joint Venture (V)**  
AGRI Industries, West Des Moines, IA, and Heartland Co-op, Dallas Center, IA, have formed a new joint venture called Industrial and Transportation Equipment Co., LC (ITEC). ITEC will own and operate a business formerly known as Avon Grain Co., Railroad Repair Division, Carlisle, IA. Creation of the joint venture should allow for profitable growth of the business and strengthen its service to its member cooperatives and other customers.

## **Coble Dairy Sells Branches (C)**

Coble Dairy Products Dairy Cooperative, Inc., Lexington, NC, has sold its two branches in Columbia, SC, and Orangeburg, SC, to Coburg Dairy, Inc.

## **Western Dairymen Sells Idaho Plant (C)**

Western Dairymen Cooperative, Inc., Thornton, CO, has sold its cheese manufacturing plant in Twin Falls, ID, to Avonmore West, a subsidiary of Avonmore

Foods. The move is part of Western's ongoing restructuring drive. The cooperative earlier closed plants in Riverton and Thayne, WY.

## **Producers Livestock Opens New Indiana Branch (E)**

Producers Livestock Association (PLA), Columbus, OH, has a new branch near Rushville, IN. PLA serves more than 30,000 livestock producers at 18 facilities in Ohio and Indiana.

**October 1993**

## **Ag Processing Acquires Texas Refinery (E)**

Ag Processing, Inc., Omaha, NE, has acquired a Kraft Food ingredients oil refinery in Sherman, TX. The full-line refining facility can perform crude refining, bleaching, hydrogenation and deodorization of soybean, cottonseed, and corn oils, along with a small volume of meat fat.

## **Dairy Co-ops (Western Dairymen, Darigold) to Market Jointly (V)**

Western Dairymen Cooperative, Inc., of Thornton, CO, and Darigold, Inc., of Seattle, WA, have agreed to form a new marketing agency in common called Dairy West Marketing (DWM), Inc., headquartered in Salt Lake City, UT. DWM will market branded and private-label cheese products currently produced by its two parent cooperatives, including Cache Valley and Darigold brands.

## **Mid-Am Breaks Ground in New Mexico (E)**

Mid-America Dairymen, Springfield, MO, has broken ground on a new milk processing plant in Portales, NM, to capitalize on rapid production growth in the southwestern U.S.

## **GROWMARK, Hubbard Milling in Joint Venture (V)**

Illinois Feed Manufacturing Co., has been formed as a joint venture of GROWMARK, Inc., Bloomington, IL, and Hubbard Milling Co., Mankato, MN. The new company will manufacture both Hubbard and GROWMARK feeds at the cooperative's mill in Springfield, IL. Hubbard will close its Illinois plant. The joint venture is expected to enable the cooperative to increase production efficiencies and enhance customer service for Hubbard dealers and reduce per-ton manufacturing costs at the mill. Sales and marketing operations for the two companies will remain separate.

### ***Farmland Breaks Ground for Wheat Facility (V)***

Farmland Industries, Inc., Kansas City, MO, broke ground in Russell, KS, for its new, Heartland Wheat Growers plant. The \$26.4 million plant will process 4.2 million bushels of wheat annually. The plant is a joint venture of Farmland and a group of Kansas cooperatives—Agco Inc., County Farmers Co-op Union, Midland Marketing, Wallace County Co-op, and Minneola Co-op.

### ***Dairylea Relocates Lab (R)***

Dairylea Cooperative, Syracuse, NY, has relocated its member milk testing laboratory to a larger, more modern facility in Syracuse from which to better serve its 2,600 farmer-members in the Northeast.

### ***Wenoka Announces Merger (U)***

Wenoka Sales, the marketing division of the Wenatchee Okanogan Cooperative Federation, has merged into a new company, Majestic Valley Produce, also headquartered in Wenatchee, WA. Majestic will market for Wenatchee's six warehouses plus three other packing sheds. Six of the nine members of Majestic Valley Produce are cooperatives.

## **September 1993**

### ***CoBank Opens Mexico Office (E)***

CoBank opened its first office outside the United States Aug. 17 when it dedicated its new office in Mexico City with an eye toward helping cooperatives to better compete in global markets.

### ***Co-ops and DowElanco in Joint Venture (V)***

GROWMARK, Inc., of Bloomington, IL, and Farmland Industries, Inc., of Kansas City, MO, have joined forces with DowElanco in a joint venture with the goal of bringing a new nitrification inhibitor to the marketplace. DowElanco will be responsible for the registration and commercialization of the product (XDE 474). GROWMARK and Farmland will support development of the product and eventually market it.

### ***Mississippi Chemical Forms New Subsidiary (E)***

Mississippi Chemical Corp. (MCC), Yazoo City, MS, has established a wholly owned subsidiary, Mississippi Potash, Inc., to oversee the cooperative's muriate potash production. The new business will operate MCC's Carlsbad, NM, mine and refinery, which produces granular potash.

## **August 1993**

### ***Riceland Enters Joint Venture with Japanese (V)***

Riceland Foods, Inc., Stuttgart, AR, has joined with two Japanese firms to extract, refine, and market rice bran and oil in new facilities to be constructed in Stuttgart. Riceland's partners in the project are Tokyo Oil Mills (TOM) Inc., a well-established rice bran oil processor, and Itochu Corp., of Osaka, one of the world's major international trading companies. Riceland will supply rice bran and extract and process the rice bran oil. TOM will supply technical assistance and Itochu will take the lead in marketing the oil in the U.S. and international markets, including Japan. Cash contributions from the three firms for construction and equipment will total nearly \$10 million. Riceland will make additional contributions in the form of existing plants and equipment.

### ***Farmland Continues To Beef Up (V)***

Farmland Industries, Inc., Kansas City, MO, has created a joint venture to acquire the National Beef Packing Co., in Liberal, KS. This marks the second major beef venture for the regional cooperative. Farmland's partners in the joint venture are John R. Miller of Park City, UT, and Idle Wild Foods. Farmland and Miller also operate Hyplains Beef as a joint venture in Dodge City. The new acquisition includes Supreme Feeders, a feedlot near Liberal. Farmland now becomes the fourth largest beef packer in the country and one of the largest suppliers of Angus beef.

## **June 1993**

### ***Mid-Am Building Technical Center (E)***

Mid-America Dairymen, Inc., Springfield, MO, is investing \$3.5 million to construct a 38,000-square-foot technical center next to its corporate headquarters in Springfield, MO. Mid-Am food technologists created some 300 new food product ideas last year, 50 of which are now in the marketplace.

## **May 1993**

### ***Agway Seeks To Sell Curtice Burns (C)***

Agway Inc. is seeking to sell its interest in Curtice Burns, a Rochester, NY-based food processing company that Agway helped to create 32 years ago. Agway says the sale is in keeping with an ongoing restructuring effort aimed at focusing the cooperative's attention on its agriculture, consumer retailing, energy, insuring

and leasing business. An Agway subsidiary, Agway Holdings, Inc., owns about 34 percent, or 2.9 million shares of Curtice Burns' outstanding common shares. Pro-Fac Cooperative will bid for the stock. Growers who supply commodities to Curtice Burns own Pro-Fac. Pro-Fac owns the processing equipment and facilities used by Curtice Burns and receives 50 percent of its pre-tax earnings.

### ***Tri Valley Growers To Acquire SACCO (E)***

The California peach canning industry continues to consolidate with the news that Tri Valley Growers (TVG) of San Francisco, CA, has reached a processing and marketing agreement with Sacramento Growers Cooperative (SACCO). TVG will begin selling SACCO member's peaches and fruit cocktail. TVG will purchase food processing equipment and some other assets formerly operated by Sierra Quality Canning, Inc., of Sacramento. This move leaves two major players in the California peach canning industry: Tri Valley and Del Monte, a privately owned company.

### ***Mid-Am To Open Processing Plant in New Mexico (E)***

Mid-America Dairymen, Inc., Springfield, MO, will build a milk processing plant in east-central New Mexico to tap the 13 percent annual growth rate in milk production in the Southwestern United States. New Mexico is the fastest-growing milk producing State in the Nation.

## **March 1993**

### ***Mid-Am, California Co-op in Pact (A)***

In its second venture into the California market, Mid-America Dairymen, Inc., Springfield, MO, is combining its marketing activities with the 150-member State Dairy Association of California near Los Angeles. Under the agreement, both organizations will retain their individual identities and existing boards of directors. Fluid milk marketing functions will be closely coordinated for improved marketing.

The agreement gives California producers access to State, national, and international markets for its dairy products. Mid-Am said the agreement was important to Midwest producers because of the growing influence of California milk production on milk prices nationally. Mid-Am has formed a California operations group to manage the affairs of State Dairy Association and Mid-Am's existing California Division at Willows.

### ***Nationwide, SSC in Sponsorship Pact (A)***

Nationwide Insurance of Columbus, OH, and Southern States Cooperative, Inc. (SSC), of Richmond, VA, have signed a sponsorship pact that calls for the two organizations to work on mutually beneficial services. Initial activities will be focused on Virginia where SSC will assist Nationwide in publicizing the insurer's products and services. The agreement will not affect operation of Southern States Insurance Exchange, which provides commercial insurance to some SSC member cooperatives and dealers.

## **January 1993**

### ***Darigold, LOL in Feed Venture (V)***

Land O'Lakes (LOL) Western Feeds has combined operations with Darigold Feeds, of Seattle, WA. Under the joint venture, LOL will lease Darigold's feed assets and manage the combined operation as a single business. Results of the joint venture will be shared by both cooperatives and does not affect the dairy operations of either cooperative.

### ***LOL Expands Biotechnology Research (V)***

Biotechnology research conducted for more than a decade by a subsidiary of Land O'Lakes, Inc. (LOL), at Minneapolis, to develop biopharmaceutical products for humans and animals, is being expanded. ProCor Technologies, Inc., the subsidiary, is being merged into a new venture, GalaGen Inc., based in the Twin Cities. It will be owned by LOL and private investors and focus exclusively on human biopharmaceutical products.

### ***Gregg's Foods Joins Harvest States (E)***

Gregg's Foods, Portland, OR, has been purchased by Harvest States Cooperatives of St. Paul, MN, to expand the cooperative's value-added business in the Pacific Northwest. The firm has joined the cooperative's grain and food processing group within the Holsum Foods Division.

## **December 1992**

### ***Harvest States Forms Joint Venture (V)***

Harvest States Cooperatives, of St. Paul, MN, and Farmland Industries, Inc., of Kansas City, MO, have formed a joint venture to manufacture pet food in an Owatonna, MN, feed plant operated by GTA Feeds that was built in 1968. The joint venture agreement created a new company called Harvest States/Farmland Specialty Feeds Company. The agreement has

Farmland purchasing 50 percent interest in the Owatonna facility and sharing profits with Harvest States on a 50-50 basis.

## November 1992

### **Farmers Grain Buys ADM Terminal (E)**

Farmers Grain Terminal, Inc., Greenville, MS, has purchased the river terminal at Lake Village, AR, from Archer Daniels Midland. The facility is within the cooperative's existing service area. Farmers Grain also has facilities in Mississippi and Louisiana.

### **Prairie Farms Buys Indiana Firm (E)**

Prairie Farms Dairy, Inc., Carlinville, IL, has purchased the Dairy Rich Ice Cream Company at Merrillville, IN. Dairy Rich was a family owned company for many years. Prairie Farms retained the personnel from the acquired company.

### **Cooperatives (Producers Livestock) Agree on Hog Facility (A)**

Producers Livestock Association, Columbus, OH, has leased its facility in Washington, IN, to Producers Marketing Association, also a cooperative to ensure continuation of hog marketing services to area farmers.

## October 1992

### **Pasta Plant (Dakota Growers) Construction Starts (E)**

Dakota Growers Pasta Company at Carrington, ND, has begun construction on its \$43 million cooperative durum wheat mill and pasta plant, representing the first time farmers formed a cooperative to build a vertically integrated pasta plant.

### **Agway Initiates Restructuring (R)**

A 3-year \$75-million restructuring program, "Customer Driven: 1995..Focusing on the 21st Century," has been initiated at Agway Inc., Syracuse, NY, the largest agricultural cooperative in the Northeast, following an 8-month study. The study centered on the market demand of three core businesses—agriculture, consumer, and energy. Agway seeks to improve service, reduce costs, and increase profitability. The study demonstrated the need for Agway to streamline its organizational structure and tap new systems and technology.

### **Farmland Venture in SD Ethanol Plant (V)**

Farmland Industries, Inc., Kansas City, MO, and South Dakota Wheat Growers Association, at Aberdeen, have formed a joint venture to build an ethanol manufacturing plant. The plant will be operated by Heartland Grain Fuels, LP, the subsidiary formed by the two cooperatives. The \$8 million plant will process 1.6 million bushels of corn into 4 million gallons of ethanol per year and employ about 20 people.

## September 1992

### **Midwest Co-ops Sold at Auction (U)**

Two Midwest cooperatives have been sold via auctions. The fixed assets of the Farmers Cooperative Association of Blue Rapids, KS, were sold to Beattie (KS) Cooperative. Farmers Elevator Company of Ellsworth, MN, was sold to Adrian (MN) Cooperative.

### **CENEX Buys Farmland's Share of NCRA (V)**

Farmland Industries, Inc., Kansas City, MO, has agreed to sell its share of ownership in the National Cooperative Refinery Association (NCRA), at McPherson, KS, to CENEX, Inc., of St. Paul, MN. The sale, approved by the boards of directors of the two regional cooperatives, will increase CENEX ownership in the 75,000-barrel-per-day refinery from 43.7 to 74.2 percent. The purchase price of Farmland's equity ownership will be determined at the closing of NCRA's fiscal year June 30. The sale is subject to NCRA board and Government approval. The other NCRA owners are GROWMARK, Inc., of Bloomington, IL, with an 18.9 percent share, and MFA Oil Company of Columbia, MO, with a 6.8 percent share. The sale will result in increased distribution efficiencies and balance supply and demand for both regionals. Under a product agreement being negotiated as part of the terms, Farmland will continue to access product out of the NCRA refinery and CENEX will draw product from the 62,000-barrel-per-day Farmland refinery at Coffeyville, KS.

## August 1992

### **West Central Opens Soybean Plant (E)**

West Central Cooperative of Ralston, IA, has opened a \$5.5 million soybean processing plant that is capable of processing 20,000 bushels of soybeans daily. It produces a bypass protein-enhanced soybean meal for livestock rations as well as soybean oil for feed use. Most of the soybean bypass product will be distributed to dairy producers in Minnesota, Wisconsin, New

York, Pennsylvania, and other dairy states. West Central has patented many of the processes it uses to make soybean products.

### **Coulee Co-op To Market Organic Nonfat Yogurt (V)**

The Coulee Region Produce Pool (CROPP), La Farge, WI, a small organic dairy and produce cooperative, has agreed to a joint venture with Natural Horizons, Inc., Madison, WI, to manufacture six flavors of organic nonfat yogurt. The cooperative now markets 17 varieties of organic cheese and two types of organic butter under the "Organic Valley" trade name.

### **Mergers Create New Co-ops (Prairieland, Midland) (U)**

AG Processing, Inc., Omaha, NE, reports the formation of two new member cooperatives due to mergers. Stockholders of Windom, Mountain Lake, Jeffers and Heron Lake, MN, formed Prairie Land Cooperative. The cooperatives at Wilcox, Axtel, Funk, and Ragan, NE, formed Midland Cooperatives at Funk.

### **ADM/GROWMARK Buys River Terminal (E)**

ADM/GROWMARK, the subsidiary of Archer Daniel Midland Co., of Decatur, IL, and GROWMARK, Inc., of Bloomington, IL, acquired a number of U.S. assets from Garnac, a Swiss multi-national firm. Purchase of the river terminals at Beardstown and Keithsburg, IL, and Burlington, IA, will provide additional grain outlets, especially for the regional's member companies in western Illinois and eastern Iowa.

### **May 1992**

### **Farmland Upgrades Coffeyville Refinery (R)**

Environmental upgrades totaling \$90 million are being invested at the Coffeyville (KS) refinery owned by Farmland Industries, Inc., of Kansas City, MO, to update technology used for removing oil from water. It will also handle a greater volume of waste water more efficiently. A new sulfur recovery project also has been initiated.

### **Tri Valley Closing Tomato Plant (C)**

Tri Valley Growers of San Francisco will close a tomato cannery and warehouse at Hollister, CA, due to changing customer needs and a worldwide oversupply of processed tomatoes.

### **MFA Oil in New Home (R)**

MFA Oil Company, for 42 years in downtown Columbia, MO, has moved into its newly constructed 45,000-square-foot headquarters on a 26-acre site in southeastern Columbia.

### **DCA Merges with Darigold (U)**

Dairymen's Creamery Association (DCA), Caldwell, ID, has merged with Darigold Farms, at Seattle, WA. The effective date was retroactive to Dec. 1, 1991, when DCA members approved the combination. The 76-year-old DCA has been serving dairy farmers in northern Idaho and eastern Washington State. The merger is the latest in a number of new changes for Darigold in the past few years. Darigold recently opened a new manufacturing plant in Sunnyside, WA.

### **MFA, Hubbard in Joint Venture (V)**

MFA, Inc., Columbia, MO, and Hubbard Milling Company, Mankato, MN, have established a joint venture to manufacture and market pet food in Missouri and adjacent areas. The joint venture will be called MFA/Hubbard Pet Food. It will manufacture primarily private label cat and dog foods and sell them through retail stores, especially in Kansas City and St. Louis, MO. To meet production needs, MFA/Hubbard has begun construction of a new pet food plant at Butler, MO.

### **Mid-America Dairymen, A-G Co-op Consolidate (U)**

A-G Cooperative, in Arcadia, WI, has consolidated with Mid-America Dairymen, Inc., Springfield, MO. The addition of AG's members and state-of-the-art cheese plant and whey processing center is expected to fill a void in Mid-Am's Northern Division. Consolidation assured continuation of the plant at Arcadia and market security for members through Mid-Am.

### **Gold Kist Buys Poultry, Supply Outlets (E)**

Gold Kist Inc., of Atlanta, GA, has acquired poultry production operations in Florida and farm supply facilities in Alabama. The 615-acre poultry operations—hatchery, breeding farms, pullet growing farms, and broiler farms—were purchased from Townsend Farms, Inc., and added to Gold Kist's Florida division at Live Oak. The processing operation has since been expanded. The fertilizer dealership was added to the cooperative's store at Cullman, AL.

### **Wheat Grower Ethanol Plant Progressing (V)**

Construction of the new 4-million-gallon ethanol production plant at Aberdeen, SD, a joint venture between Farmland Industries, Inc., and South Dakota Wheat Growers Association, is on schedule. The goal for having the plant operational has been advanced to Jan. 1, 1993. When completed, the operation will market its ethanol energy and byproducts in North and South Dakota.

**March 1992**

### **Minnesota Beet Sugar Co-op Expands (E)**

Minnesota Beet Sugar Cooperative at Renville, MN, plans to raise about \$13.3 million in a stock sale to finance expansion of its factory and receiving facility. Plans include equipment purchases and factory upgrades. The increase from 1.5 million to 2 million tons per year should allow the cooperative to produce sugar 290 days rather than the current 210 days.

### **Farmland, 13 Locals in Feed Venture (V)**

Farmland Industries, Inc., Kansas City, MO, and 13 of its local cooperative members have formed a joint venture to construct and manufacture liquid supplement livestock feeds. The venture, called Southwest Liquids, is building a plant adjacent to Farmland's feed mill in Dodge City, KS. The partners will share capital invested in the limited liability company. Costs and any losses or profits will also be shared bases on each member's capital investment. There will be no patronage refunds. Farmland will operate the plant and sell liquid feed directly to producers. Other members are cooperatives at Garden City, Scott City, Healy, Great Bend, Ulysees, Offerle, Cimarron, Minnealoa, Beeler, Arlington, Beloit, and Sterling.

### **Central Livestock Adds Albany (E)**

Central Livestock Association, of South St. Paul, MN, has opened a new marketing facility in Albany, MN. The facility features a computerized ring scale and restaurant.

### **CENEX Co-ops in SD Merge (U)**

Farmers Union Cooperative Association of McCook County, SD, has been formed from the merger of Salem CENEX Service Center and Rumpus Ridge CENEX at Canistota. The combined boards will be reduced to seven members elected at-large by 1994. The trade territory of the two cooperatives considerably overlapped in eastern South Dakota. The merger was expected to

save \$43,000 by reducing duplicate services. Net worth for Rumpus Ridge was \$693,000 and \$3.4 million for Salem. The cooperatives had 63 duplicate members.

### **Illinois Co-ops Merge (U)**

Two new Illinois cooperatives, both members of GROWMARK, Inc., have merged. AG-Land FS was formed from the combination of Logan FS and Tazewell FS. The former Logan manager will manage the new cooperative. The Tazewell manager retired. The new board will have 10 members.

### **Three FS Cooperatives Unify (U)**

In Northern Illinois, three FS cooperatives in Boone and Winnebago counties were combined to create Riverview FS, Inc. The combined 16-member board will be downsized to 12 at the annual meeting.

### **LOL Closing Two Fat/Whey Plants (C)**

Two fat/whey plants in Minnesota owned by Land O'Lakes, Inc., will be closed this year and operations transferred to Browerville, MN. The Milica plant will operate until May; the Rush City facility until October. The plants have been used to manufacture ingredients used to make calf milk replacer.

### **AFC Builds Catfish Feed Mill (E)**

Alabama Farmers Co-op, at Demopolis, is building a \$4 million catfish feed mill. The mill will have two extruders with an annual capacity of 40,000 tons and a 20,000-ton pellet mill. The new mill is being located in the heart of the State's catfish production belt. Alabama has 20,000 acres in catfish production, ranking it third in the Nation.

### **GTA Buys Feed Company (E)**

GTA Feeds of Sioux Falls, SD, a division of Harvest States Cooperatives, at St. Paul, MN, has purchased Norco Mills, an animal feed manufacturer in Iowa and Nebraska. The acquisition gives GTA six additional feed mills and moves it into the big cattle and hog production States of the Western Corn Belt and Plains.

### **Co-op Grain Broker (FCC) Opens Ohio Office (E)**

Farmers Commodities Corp. (FCC), a regional grain brokerage cooperative at Des Moines, IA, has opened an office at Perrysburg (near Dayton), OH, to serve member cooperatives in the Eastern Corn Belt and end-users in the East and Southeast.

**February 1992**

**Southern States Expands Operations (E)**

Southern States Cooperatives' year was marked by several innovations—opening a state-of-the-art feed mill at Farmville, NC, to serve that area's swine business; a major reorganization that created a sales and marketing division to reduce management layers in the retail structure and put more highly trained staffers in the field. Wetsel Seed Co., the subsidiary purchased last year, exceeded both sales volume and net income goals.

**Riceland Co-ops Acquired (U)**

Twenty-two local grain drying cooperatives affiliated with Riceland Foods, Stuttgart, AR, were acquired by the regional. Nearly 6,000 members of the affiliates participated in the vote, with 94 percent favoring the move. The total package cost Riceland about \$48 million including obligations to redeem \$34 million in equities and \$13.6 million in long-term debt. Current and former members received \$11.6 million in redemptions of the dryer's certificates of equity. Members saw immediate benefits in the form of lower drying charges and the freedom to deliver grain to the nearest facility. Over the next 5 years, Riceland plans to invest \$30 million for improvements. The former affiliate boards will be continued to provide marketing advice to Riceland, collect and distribute earnings derived from grain origination, and redeem members' allocated equity.

**January 1992**

**Cooperative (UCF) Opens Mill in Maine (E)**

United Cooperative Farmers, Inc., Fitchburg, MA, has formally opened a feed mill in Auburn, ME, that it acquired from Carter Milling Company in 1989. The co-op invested about \$2 million in upgrades including a series of grain silos, new truck scale, dump sink for incoming truck ingredients, new conveying system, and a computerized mixing system.

**Wisconsin Dairy Co-ops (Tri-State Milk, Chaseburg Coop Creamery) Merge (U)**

Two Wisconsin dairy cooperatives have agreed to merge. The move allows both Tri-State Milk Cooperative, at West Salem, and Chaseburg Cooperative Creamery Company to continue their operations. The surviving Tri-State, which previously

had no processing facility, will supply milk to Chaseburg so its cheese plant can operate more efficiently.

**Fruita Buys United Fruit Growers (U)**

United Fruit Growers, of Palisade, CO, and Fruita Consumers Cooperative Association, Inc., have announced United's acquisition by Fruita. United will continue to operate under its branch manager. Its retail operations at East Valley will expand to handle farm production supplies. The fruit packing and marketing functions will be continued. New contracts and additional fruit growers will be sought.

**December 1991**

**Seald-Sweet in New Headquarters (R)**

With an eye toward being closer to its growers and shippers, Seald-Sweet Growers, Inc., the Florida citrus marketing cooperative, has moved its headquarters from Tampa to a new building at Vero Beach as the first step in a new restructuring plan. The cooperative's international division has opened markets for white and red grapefruit in Europe and the Pacific Rim. Two new packinghouses—Hubert Graves Packing Company, Ft. Pierce, and C. Greg Poucher Fruit Company, Wahcula—have become associate members. Graves had been a member 9 years ago, while Poucher joined for the first time.

**MBG Adds Arkansas Growers (A)**

MBG Marketing Inc., Grand Junction, MI (formerly Michigan Blueberry Growers), is now marketing for Arkansas Blueberry Growers. The addition gives MBG about 25 percent of the cultivated blueberry crop in the country and includes 550 growers in Michigan, Arkansas, Georgia, and Florida.

**Universal Sells Paint Plant (C)**

Universal Cooperatives, Minneapolis, MN, sold a paint blending plant at Alliance, OH, to Alliance Paint and Coating, Inc. Alliance will continue to blend CO-OP label paints and coatings for Universal's member cooperatives.

**Tillamook Renovates Cheese Plant (R)**

A \$1 million renovation of Tillamook (OR) County Creamery Association's cheese plant makes it one of the Nation's larger cheese production and packaging facilities.

### **American Crystal To Expand (E)**

A \$31 million molasses desugaring project is planned by American Crystal Sugar Company at its facility in Grand Forks, MN. The investment represents the second largest by the cooperative since sugarbeet growers purchased the firm for \$86 million in 1973. The only larger project was the 1976 expansion that more than doubled the plant size at East Grand Forks.

### **Co-op Joins SD Wheat Growers (U)**

Stockholders of McLaughlin (SD) Farmers Cooperative Association have voted 89-10 to join South Dakota Wheat Growers. The merger was earlier approved, 30-3, by the wheat grower's board. Several years of drought had caused large operating losses at the 51-year-old McLaughlin cooperative.

### **September 1991**

### **Farmland Buys Propane Wholesaler (E)**

Farmland Industries, Inc., Kansas City, MO, has acquired the wholesale propane operations of Midstates Energy, Inc., a propane and refined fuels wholesaler at Gowrie, IA. It was previously operated as a partnership by Consolidated Cooperative, Gowrie, and Farmers Cooperative Company, Farnhamville, IA. Midstates operated propane marketing and contracting programs with customers in 11 Midwest States.

### **Co-ops (Swiss Valley, Alto) Form**

### **Fluid Milk Pact (A)**

Two upper Midwest dairy cooperatives, Swiss Valley Farms of Davenport, IA, and Alto Dairy Cooperative of Waupun, WI, have signed a fluid milk marketing agreement. Alto will supply fluid milk from its manufacturing facilities to Swiss Valley's fluid milk plants that serve the upper Midwest. Swiss Valley operates bottling plants in Chicago, IL, and Dubuque, IA, a specialty products plant at Cedar Rapids, IA, and cheese plants in Iowa and Wisconsin. Alto operates three cheese plants in Wisconsin—Waupun, Black Creek, and Plymouth.

### **California Tomato Growers Association Moves (R)**

California Tomato Growers Association has moved to a new location in Stockton. Former offices and property in Stockton were sold earlier. New quarters of the bargaining association include facilities to accommodate large meetings that formerly had to be held off-premise.

### **August 1991**

### **CENEX Transfers Ethanol Plant Ownership To ADM (C)**

The CENEX board of directors has approved transfer of its ownership share in an ethanol plant at Walhalla, ND, to its partner, Archer Daniel Midland Company (ADM), the Nation's leading producer of ethanol. But the regional will continue its commitment to marketing and distributing ethanol-enhanced fuels. CENEX had fulfilled its objective of returning the plant to production, after it had been closed for a year after bankruptcy of its former owners. CENEX acquired an ownership interest in partnership with ADM in November 1987. Since then, CENEX has participated in a \$1.3 million upgrading of the plant. The transfer of ownership was prompted by major expenditures anticipated in coming years in its petroleum-related businesses.

### **June 1991**

### **Gold Kist Expands Florida Poultry Plant (E)**

Production capacity will increase by half to 46.8 million chickens a year when expansion is completed in July at Gold Kist's poultry division at Live Oak, FL. Both the processing plant and hatchery are being expanded. This is the second addition since the plant was built in 1967.

### **Gold Kist Buys Alabama Fertilizer Supplier (E)**

Gold Kist has purchased the Shaw Farm Center in Athens, one of Alabama's largest volume fertilizer suppliers. Aspects of the operation will be expanded.

### **WDCI Sells Fluid Business To Dean (C)**

Western Dairymen Cooperative, Inc., Thornton, CO, has sold its fluid milk and ice cream businesses and leased the processing facilities used with them to Dean Foods. The purchase includes the cooperative's "Cream O'Weber" brand. The cooperative will continue to build on its strength as a supplier of raw milk, cheese, and related services in the intermountain West.

### **FCC Forms Truck Grain Subsidiary (E)**

A new subsidiary cooperative company has been formed by Farmers Commodities Corporation (FCC), West Des Moines, IA, to provide marketing and merchandising services for grain trucked from local elevators. The new company, Farmers Grain Dealers (FGD), Inc., has hired four brokers to serve as the nucleus of a merchandising staff. The firm will deal strictly in

trucked grain and will neither own facilities nor trade track grain. Membership is open to all current FCC members as well as other local cooperatives.

### ***AGP Buys Oil Company (E)***

Ag Processing, Inc. (AGP), Omaha, NE, has purchased a vegetable oil refinery at Dennison, TX, about 15 miles from the Oklahoma border. The refinery was originally built and operated by Safeway Stores. The plant refines and blends vegetable oils such as cottonseed, sunflower seed, canola, and soybean oil. It has equipment to winterize vegetable oils that AGP lacks at St. Joseph, MO.

### ***Valley Fig Growers Add \$1.4 Million Facility (E)***

In a commitment to members, Valley Fig Growers of Fresno, CA, has invested \$1.4 million to bring warehouse and receiving operations on-site by constructing three new building to replace deteriorating and inefficient off-site facilities. One building is a 32,000-square-foot cold-storage area that holds 6,500 tons of dried figs. The second is a 7,500-square-foot grading and sampling building that includes the scalehouse and office. An adjacent 70-foot truck scale accommodates grower deliveries on-site rather than forcing them to use a public scale several miles away. The third building holds three concrete fumigation chambers, each capable of handling a full day's deliveries.

### ***Farmland Opens Cogeneration Plant (E)***

A new \$34.5 million cogeneration plant has been opened at Farmland Industries' Bartow (FL) phosphate fertilizer complex that saves \$700,000 a month in electricity bills. It produces sulfuric acid required for phosphate fertilizer manufacturing and generates enough electricity to power the entire complex. The new plant generates power from burning sulfur required on the daily operation of the fertilizer manufacturing operation. It also abates pollution by converting most of the burned sulfur gasses into sulfuric acid. Excess electricity produced can be sold back to the power company.

### ***Farmland Buys Pork Processor (E)***

Farmland Foods, Inc., of Kansas City, MO, has acquired a leading East Coast regional specialty meat and ham producer. The pork processing and marketing subsidiary of Farmland Industries purchased Carando Co., Springfield, MA. The firm is a division of Di Giorgio Corp., a food wholesaler serving the New York City area. Carando markets its brand of Italian specialty meats to supermarkets and delicatessens throughout the Northeast and Midwest. The firm has process-

ing facilities in Springfield, MA, plus Carey and New Riegel, OH. The acquisition will give Farmland an opportunity to move excess raw materials from Midwest slaughter facilities into value-added consumer products.

### ***April 1991***

### ***Tri Valley To Build Third Can Plant (E)***

Tri Valley Growers Container Division, Inc., a wholly owned subsidiary of the San Francisco-based fruit and vegetable processing and marketing cooperative, plans to build a third can manufacturing plant in Merced, CA. The company owns and operates existing plants in Modesto and Fremont. The new plant is expected to employ 100 when opened later this year.

March 1991

### ***SSC Adds Catfish Feed (E)***

A \$3 million catfish food production facility will be added to a full-line feed mill being built in Farmville, NC, by Southern States Cooperative (SSC), Inc., of Richmond, VA. The new mill is expected to begin operating later this year. It will replace an existing mill built in 1961. The catfish facility is expected to be in full production for the 1992 catfish growing season. SSC also has negotiated a multi-year contract to supply catfish feed to Carolina Classics, an aquaculture operation in North Carolina.

### ***Gold Kist To Buy Campbell Soup Broiler Unit (E)***

A frozen food and broiler complex owned by Campbell Soup Company will be acquired by Gold Kist Inc., of Atlanta, GA, according to a letter of intent signed by the cooperative. Gold Kist is one of the top 10 broiler producers in the country. The complex includes a feed mill, hatchery, and two grain storage facilities. The cooperative also has a large grow-out system to produce broilers. The acquisition will put the cooperative back into the broiler operations in South Carolina.

### ***February 1991***

### ***Farmland Plans Broadcast Service (V)***

With an eye toward increasing its communication capability with member cooperatives, Farmland Industries, Inc., of Kansas City, MO, has formed a partnership with two other agricultural firms to establish a national broadcast information service. Its partners are Illinois Farm Bureau, largest of the State Farm

Bureaus, and Pioneer Hi-Bred International, Inc., world's largest independent agricultural genetics company. The service, available in early 1991, will provide information on commodity prices, market news and advisories, general agricultural news, weather, agonomic updates, and crop and livestock reports. Proprietary information from the partners will be offered with emphasis on local news including grain and livestock production supply prices. The venture is intended to create a national network many companies could use to deliver timely information to farmers.

## January 1991

### ***Wheat Growers Rebound, Expand (E)***

A rebound from the drought and expanded services were earmarks of fiscal 1989 operations of South Dakota Wheat Growers Association at Aberdeen. The cooperative purchased Oakes Fertilizer, the first facility in North Dakota, and acquired five Harms Oil bulk plants and half interest in Harms Oil wholesale operation.

## November 1990

### ***GROWMARK Member Co-ops Form Prairie FS Fuels (V)***

Three GROWMARK member cooperatives have formed a special company to supply FS petroleum products to customers in a 250-square-mile trade territory in central Illinois. Members of Prairie FS Fuels, Inc., are Livingston Service and McLean County Service, both farm supply cooperatives, and a grain member, Prairie Central Cooperative. Estimated volume will be 4 million gallons. More than 2 million gallons of the volume came from the purchased assets of Todd Oil Company of Chenoa, IL. Prairie will be operated via a management agreement with McLean County Service. Each cooperative is contributing two directors to the board.

### ***Three Illinois Cooperatives Born (U)***

Consolidation, acquisition, and merger were involved in the formation of three new Illinois local cooperatives in the GROWMARK system this fall. Created were AgriPride, Inc., at Nashville, serving 1,200 farmers in Clinton, Washington, and Jefferson Counties; Perryville FS, Inc., near Rockford, formed by the consolidation of Boone and Winnebago county cooperatives and their acquisition of Sandahl Farm Service;

and Union Grain and Supply at Hammond, formed by the merger of Atwood and Pierson Grain and Supply companies.

### ***Greenwood Co-op Joins LOL (U)***

Members of Greenwood (WI) Milk Products Cooperative voted to join Land O' Lakes, Inc. (LOL), at Minneapolis and thereby relinquish the Class A member status they had held for the past 25 years. Greenwood will become LOL's seventh major plant and first in central Wisconsin. It provides a strategic link between LOL's Minnesota service area and members of its Lake to Lake subsidiary in eastern Wisconsin.

## October 1990

### ***Sunsweet Prepares Eastern Operation (E)***

Conversion of the bottling plant at Fleetwood, PA, by Sunsweet Growers, Inc., of Yuba City, CA, has begun with an eye for startup in mid-November and manufacturing prune juice for the cooperative by next February. The recently acquired plant will give Sunsweet its first manufacturing outlet in the East. The cooperative also plans to offer custom packing service to other companies.

### ***Illinois Co-ops Form Gateway FS (U)***

Two southwestern Illinois cooperatives—Monroe Service Company and Randolph Service Company—have merged to form Gateway FS, a grain marketing and farm supply cooperative headquartered at Red Bud, adjacent to the cooperative's grain elevator. Main offices of the previously separate cooperatives will be closed. Combined volume of the new cooperative will be \$73 million. The new operation will have 100 employees and facilities at 14 locations in adjoining Monroe and Randolph counties. Gateway is expected to save \$200,000 a year after its first year of consolidation by eliminating duplicate insurance, audits, annual meetings, and personnel. The combination is also expected to enable the cooperative to provide improved technical and specialized services that meet growing Government regulations.

## September 1990

### ***Agway Combines Feed, Crops Divisions (R)***

The feed and crops divisions of Agway Inc., at Syracuse, NY, have been combined. The accounting functions were already being combined and the next

natural step was to combine the two divisions. Many of the Agway feed mills and fertilizer blending plants are on the same sites.

### **Golden Poultry Expands (E)**

When Golden Poultry, subsidiary of Gold Kist Inc., at Atlanta, GA, opens its chicken processing plant in December at Russellville, AL, the company expects to increase its production capacity by 50 percent. The new division was added because of the recent surge in poultry demand due to supplying the fast food market.

### **Southern Farmers Mill Renovated (R)**

Southern Farmers Association (SFA), at North Little Rock, AR, has completed renovation of its Pine Bluff, AR, feed manufacturing plant, doubling its feed production capacity from 25,000 tons to 50,000 tons. The increased capacity will enable SFA to meet market opportunities, such as the growing market for catfish feed. The renovation also enables the cooperative to manufacture its own line of pet foods that it had been purchasing from other sources.

### **Farmland Unveils New Identity (R)**

Farmland Industries, Inc., Kansas City, MO, has unveiled a new identity aimed at establishing it in the public mind as a company just as involved in food processing as it has been in farm supplies for more than 60 years. The changeover began in May with a new logo showing up on stationary, product packages, advertising promotional materials, and company publications. The familiar Double Circle emblem identified with the cooperative will be blended with the new logo in some situations.

### **Farmland To Build Hog Facility (E)**

Farmland Industries, Inc., Kansas City, MO, plans to develop a 700-sow hybrid gilt genetic multiplier unit on a 234-acre site in Putman County, MO. The facility will produce about 14,000 pigs a year with emphasis on uniform quality and lean meat for Farmland Foods processing plants.

## **August 1990**

### **Sunrise Cooperative Created (U)**

Three Ohio member cooperatives of Countrymark, Inc., merged to create Sunrise Cooperative, Inc., operating out of Norwalk, with a combined sales base of more than \$33 million. The new cooperative will have five branch locations.

### **CENEX/LOL Start Swine Program (V)**

CENEX/Land O'Lakes of Minneapolis, MN, has introduced New Era Swine Management Services, a comprehensive management program that includes production evaluation and information, herd health, equipment and facilities review, analysis of nutrition and feeding, profit analysis, and planning. New Era was developed to help hog producers tie a lot of these management decisions together.

### **Farmland Garden Centers Growing (E)**

Eleven new GardenPride Garden Centers have been opened by Farmland Industries' member cooperatives in Nebraska, Kansas, Iowa, and Missouri. The centers carry the Farmland 5-Step Lawn Care Program, live plants, and other garden accessories. Some centers have been so popular that patrons drive 40-50 miles to shop at them.

### **Tri Valley Growers Buys Cannery (E)**

Food processing capabilities of Tri Valley Growers (TVG) at San Francisco, CA, have been expanded with acquisition of F.G. Wool Packing Company in San Jose. The purchase includes plant equipment and machinery, but not the San Jose cannery. TVG also signed fruit delivery contracts with 54 former Wool growers providing apricots, peaches, pears, and grapes. The purchase will give the cooperative flexibility in its operations and should generate additional income from its canned fruit items.

### **Dairylea Plans New Headquarters (R)**

Dairylea Cooperative, Inc., of Syracuse, NY, plans to build a new corporate headquarters at a 4 1/2-acre site west of the city. About 40 employees will be involved in the move when the new facility is completed early in 1991. The cooperative divested itself of manufacturing operations in late 1988 and since then has developed innovative member programs and services and generated improved earnings.

### **Ag Processing Expands (E)**

Ag Processing, Inc. (AGP), Omaha, NE, has purchased Farmers Cooperative Company terminal elevator in southeast Lincoln, NE. The facility has about 9 million bushels of capacity, including concrete silos, upright steel tanks, and flat storage units. The terminal was purchased by the local cooperative in 1985 from Farmland Industries, Inc., but it no longer fits into the Lincoln cooperative's strategic plans. The facility will provide additional marketing opportunities for AGP's growing Nebraska membership.

**July 1990**

**Dairymen, Inc., Begins Third Decade, Streamlines Operations (R)**

Dairymen, Inc., at Louisville, KY, is concentrating on its core business and streamlined internal operations to gain greater efficiencies and boost members' milk checks. Division administrative offices are being streamlined and the workforce is being reduced. The cooperative is reevaluating and redirecting its approach to delivering supply and equipment services to its members. A seasonal balancing agreement between Dairymen and three other southeastern dairy cooperatives led to more efficient and effective use of facilities. The cheese plant at Greenville, TN, purchased from Kraft continues to supply Kraft and has since been extensively renovated and updated with new equipment. Dairymen also began operating a cheese plant at Carrollton, GA, owned by two southeastern dairy cooperatives.

**April 1990**

**RGA Enters Limited Partnership (V)**

Rice Growers Association (RGA) of California has placed its West Sacramento properties, slightly more than 50 acres bordering the Sacramento River, into a limited partnership with Delta Group, a property development partnership. Conclusion of the agreement by spring is expected to produce an up-front cash payment of \$21.78 million; 50 percent participation in proceeds from developing the property estimated at \$14.28 million in profits; and permit RGA to lease back administrative offices and continue to operate drying and warehouse facilities until site preparation gets underway.

**Welch's Completes U.S. Grape Purchase (U)**

Assets and operations of U.S. Grape, Sunnyside, WA, have been transferred from Tree Top, Inc., an apple processing cooperative at Selah, WA, to Welch's. Sale of the former Tree Top subsidiary to Welch's was formally completed earlier this year. Facilities were closed and offered for sale. Stored juices were transferred to Welch's facility at Grandview, WA. The 51 grape growers, who had contracted more than 1,000 acres of vineyards to U.S. Grape, became members of National Grape Co-operative that owns Welch's.

**March 1990**

**Calavo Institutes Strategic Changes (R)**

Faced with the consequences of the third consecutive short-crop year, Calavo Growers of California has instituted a series of strategic repositioning moves—reducing overhead by \$775,000, expanding Calavo Foods, Inc., and restructuring its fresh products division.

**Merger Forms Frontier Cooperative (U)**

Members of local cooperatives at Brainard and Mead, NE, were merged to form Frontier Cooperative, Inc. Seventy-two percent of Brainard membership approved the combination as did 80 percent from Mead. The combined cooperative has 1,700 members, 41 employees, \$55 million in sales, and \$14 million in assets. The boards of both cooperatives will serve as Frontier directors until March 1993, when the number will be reduced from 16 to 9.

**February 1990**

**Welch's Buys U.S. Grape Operations (E)**

Welch's has announced agreement with Tree Top, Inc., of Selah, WA, to purchase its assets and operations of U.S. Grape in Washington State. Tree Top, a major apple juice producer, had purchased U.S. Grape, a producer and marketer of bulk grape juice, in 1988. The transaction includes a plant at Sunnyside, WA. U.S. Grape processes about 13,000 tons of Concord grapes from more than 1,600 acres of vineyards.

**Lake to Lake Expands Cheese Capacity (E)**

Improvements to Lake to Lake Division of Land O'Lake's cheese plant at Kiel, WI, has boosted potential production capacity to process 2 million pounds of milk daily into cheese. A new cheddaring machine was added this past fall.

**Agri-Mark, Cabot Explore Ventures (V)**

The boards of directors of Agri-Mark, Inc., Lawrence, MA, and Cabot Farmers' Cooperative Creamery, Cabot, VT, have asked their management staffs to discuss possible joint ventures that might benefit both cooperatives. Agri-Mark is in the process of decoupling from its relationship with H.P. Hood.

## **January 1990**

### **SSC, Locals Form Finance Unit (R)**

Southern States Cooperative (SSC), at Richmond, VA, and 70 of its local cooperatives have formed Statesman Financial Corp. to replace an earlier finance unit totally owned by SSC. Ownership is now equally split between the regional and the locals. The unit finances accounts receivable for SSC, installment sales, assets for private dealers and independent cooperatives, and new fixtures and equipment.

### **Tri Valley Buys New Jersey Processor (E)**

Redpack Foods, Inc., a wholly owned subsidiary of Tri Valley Growers of San Francisco, CA, has agreed to buy the tomato processing operation of Clement Pappas and Co., Inc., in Cedarville, NJ. The plant will continue to process fresh tomatoes grown in Virginia, Maryland, and New Jersey and expand repackaging of California tomato products. The new regional distribution center is expected to put the cooperative's products closer to the Northeast market.

### **Riceland Building Research Center (E)**

Construction has begun on a new research and technical center near Riceland Food's headquarters in Stuttgart, AR. The center will help researchers improve and develop new uses for current products and develop new ones. It will study the processes for rice drying and handling in a pilot plant that will house scaled-down models of rice dryers. The goal will be to develop new technologies for more efficiently drying and handling rice. The center will include laboratories for rice products, soybean oil, and lecithin products and residential and commercial kitchens for testing consumer and foodservice products. Meanwhile, the cooperative has introduced a new line of Riceland Rice 'N Easy instant precooked consumer products.

## **November 1989**

### **Countrymark Opens Lima Feed Mill (R)**

A new \$3.5 million feed manufacturing plant has been opened at Lima, OH, by Countrymark, Inc., of Delaware, OH, to replace one that was destroyed by an explosion last year.

### **RGA Plans To Restructure (C)**

Rice Growers Association of California at Sacramento has announced a major restructuring of operations. Changes involve the closing of some facilities and an eventual cutback of up to 61 positions. The restructur-

ing is expected to increase net savings by \$2 million in the current crop year and \$3.5 million to \$4 million for the 1990 crop year.

## **October 1989**

### **Universal Completes Dairy Equipment Sale (C)**

Universal Cooperatives, Inc., of Minneapolis, MN, has completed the sale of its dairy equipment assets to Alfa-Laval Agri., Inc. The Universal line of dairy equipment, to be called Universal Dairy Equipment, Inc., will be operated as a wholly-owned subsidiary of Alfa-Laval. All operating functions of Universal Dairy Equipment, including sales, marketing, technical support, and distribution, will be headquartered in Kansas City, MO. As part of a supply agreement, certain products will continue to be manufactured at Universal Cooperative's plant in Goshen, IN. The sale does not affect the other operations and product lines provided by Universal to its member cooperatives.

### **Mid-States Leases Aetna Grain Terminal (E)**

Mid-State Terminals, Inc., the grain marketing subsidiary of Countrymark, Inc., at Toledo, OH, has gained access to major grain terminals on the Great Lakes. Mid-States has signed a lease on a 5.2-million-bushel grain terminal at Saginaw, MI, and a 6.5-million-bushel terminal at Ottawa Lake, MI.

### **Sun Pacific Joins Sunkist (U)**

Sun Pacific Shippers, Inc., Exeter, CA, a producer and packer of fresh oranges with an annual volume of 6 million cartons, has affiliated with Sunkist Growers, Inc., of Van Nuys, CA. In the changeover, a new Sunkist district exchange, Sun Pacific Exchange, will be formed. The vertically integrated firm encompasses growing, harvesting, and fruit marketing operations.

### **Farmland Foods Buys California Plant (E)**

Farmland Foods, Inc., the subsidiary of Farmland Industries, Inc., at Kansas City, MO, has gained direct access to the West Coast market by purchasing Regal Packing Company near Oakland, CA. Regal, a division of Lucky Stores, Inc., markets hot dogs, luncheon meats, and a specialty product under the Lucky Stores label. Most of the plant's production will continue to be marketed under that and other private labels. The plant has 60,000 square feet and employs 65 people. As in the case of its Wichita plant, Farmland will ship raw pork from plants in Crete, NE, and Denison, IA, to the California facility.

### **Wisconsin Dairies Buys Conrath Plant (E)**

Wisconsin Dairies Cooperative of Baraboo, WI, has purchased the Conrath, WI, cheese plant. The plant will continue to manufacture provolone, muenster, and mozzarella cheeses. The Conrath plant, operated privately since 1967, had been operated as a farmer-owned cooperative for 50-years prior to that.

### **Countrymark Links With Communications Firm (V)**

A business arrangement to provide satellite communications service to the area has been announced by Countrymark, Inc., Delaware, OH, and Racal-Milgo SkyNetworks of Charlotte, NC. Countrymark will become the host location for a SkyNetworks Regional Shared Hub in Central Ohio. Racal-Milgo will install, manage, and maintain each customer's VSAT network. The system has nearly limitless applications such as credit card processing, reservations, electronic mail, point-of-sale video conferencing, disaster recovery, and online data transmissions.

### **Missouri Firm To Market Dairyman's Cooperative Creamery Cheese (A)**

Raskas Foods, Inc., St. Louis, MO, has signed an agreement with Dairyman's Cooperative Creamery Association, Tulare, CA, to direct the marketing, sales, and product development of the cooperative's cream cheese.

### **Farmland Opens Research Unit (E)**

Farmland Industries, Inc., Kansas City, MO, has opened a 96-stall dairy research facility near Bonner Springs, KS. The 17,000-square-foot structure is designed for better herd management.

**September 1989**

### **Brokerage Services Offered (E)**

Country Hedging, Inc., a subsidiary of Harvest States Cooperatives, Inc., at St. Paul, MN, has opened a branch office in the general office of the South Dakota Wheat Growers in Aberdeen to provide market information, education, and brokerage service to grain and livestock producers. The new office is one of only three branches Country Hedging operates outside of St. Paul.

### **Golden Gem Expands Retail Business (E)**

After its initial entry into the gift fruit business last year, Golden Gem, Umatilla, FL, has expanded its retail business already operating at its primary pack-

ing house. Two retail facilities have been added, one at Umatilla and the other at Dundee. Both fresh fruit and Golden Gem-processed products will be sold at the facilities. During the past year, the cooperative signed up 94 new members with more than 3,000 acres widely dispersed throughout the State.

### **Union Equity Closes Facilities (C)**

Two of Union Equity Cooperative Exchange's 17 terminal grain elevators have been closed. Affected were one of the cooperative's four elevators in Enid, OK, and one of two at Fort Worth, TX. The pinch resulted from less grain to market because of reduced hard red winter wheat production.

### **Farmland, FCC Form Energy Brokerage (V)**

Farmland Industries, Inc., and Farmers Commodity Corporation (FCC) of Des Moines, IA, are forming an energy brokerage firm based in Kansas City. Farmland will be the primary stockholder. Membership will be open to local cooperative members of both organizations. The new cooperative will become a clearing member of the New York Mercantile Exchange for energy futures trading. FCC's energy department will staff the Kansas City office with additional personnel added for the New York clearing office. The transition into the new business by FCC and Farmland is expected by mid-October.

### **Pure Gold Bows Out (C)**

Pure Gold, Inc., a California citrus marketing cooperative formed in 1906, is liquidating its operations, selling various trademarks and its computer system. Its sole remaining member, Arlington Heights Citrus of Riverside, CA, began shipping through Sunkist Growers on June 26. The affiliation (agreement) with Sunkist is expected to move more Arlington Heights fresh citrus into fresh channels and bring more growers into the packinghouse.

### **Vineland Cooperative Expanding (E)**

A \$1.7 million expansion is underway at Vineland Produce Cooperative Association at Vineland, NJ, one of the largest farmer-owned auctions in the country. Plans include adding platform space and vacuum-cooling equipment. The Vineland auction, established in 1932, does about \$46 million in gross sales annually and represents about 600 grower members.

**August 1989**

### **Ocean Spray Plans Nevada Plant (E)**

Ocean Spray Cranberries, Inc., Lakeville-Middleboro, MA, has agreed to purchase 40 acres of land in Gibson Business Park in Henderson, NV, for a cranberry and citrus product packaging facility. The Henderson facility is expected to provide modern manufacturing capabilities and enable Ocean Spray to expand its distribution to easily service the needs and demands of the growing Southwest market.

### **Dairymen Buys Kraft Cheese Plant (E)**

Dairymen, Inc., of Louisville, KY, has purchased a natural cheese manufacturing plant at Greeneville, TN, owned by Kraft USA. Dairymen will continue the operation, retain employees, sell the production to Kraft, and continue purchasing from farmers who had been supplying Kraft.

### **LOL Sells Turkey Processing Plant (C)**

The sale of a turkey processing plant at Albert Lea, MN, to Hudson Foods, Inc., Rogers, AR, nearly completes the exit from the meat business by Land O'Lakes, Inc. (LOL), of Minneapolis, MN. The turkey plant and Sweigert luncheon meat line were sold in June for about \$10 million. Sales at the Albert Lea plant last year were about \$60 million. A plant at Thief River Falls, MN, was sold earlier to a grower organization. When a third plant at Ellsworth, IA, is sold, it will complete LOL's departure from the turkey business.

### **Harvest States Forms Milling Partnership (V)**

A new milling partnership has been formed between Harvest States Cooperatives of St. Paul, MN, and Miller Milling, of Minneapolis, MN. It will combine Miller's operation with Harvest States' Amber Milling, a durum milling operation. The new venture will be based at Harvest States' offices at St. Paul. The new venture will combine Miller's plant and distribution location at Huron, OH, on Lake Erie with Amber's facility at Rush City, MN, and a planned facility at Hammond, IN.

**July 1989**

### **Cherry Cooperative Joins Traders (V)**

Cherry Central Cooperative, Inc., Traverse City, MI, and several other firms processing Michigan cherries have formed CherrX and obtained an export trade certificate of review from the Department of Commerce. The companies will be able to jointly export processed

cherries and cherry products under the limited antitrust exemption granted by the Export Trading Company Act of 1982.

### **SD Wheat Growers Buy Oil Bulk Plants (E)**

South Dakota Wheat Growers Association, Aberdeen, has purchased seven retail bulk oil plants from Harms Oil Company. The purchase gives the Wheat Growers additional retail outlets in Frederick, Hecla, Claremont, Mitchell, and Aberdeen plus access to Harms' transportation fleet for delivering fuel to the association's other bulk plants.

### **Nebraska Firm Purchases Co-op (C)**

Foxley Grain Company has purchased the Osmond Cooperative terminal elevator in Fremont, NE. The 2-million-plus-bushel elevator is equipped to receive both rail and truck grain and is located on the Chicago & North Western and Union Pacific Railroads. Foxley also operates two other elevators and is a subsidiary of Foxley Cattle Company. It operates the largest covered cattle feedlot in the United States.

### **Fruit Cooperatives Form Partnership (V)**

Michigan Blueberry Growers Association and Cherry Growers, Inc. have formed a partnership called Decatur Fruit Company. The partnership has purchased the assets of Huron Farms Food Products in Decatur, MI, from Rich Foods Products Corporation of Buffalo, NY. A substantial supply contract for blueberries, apples, strawberries, cherries, and rhubarb has been negotiated with Rich Foods.

### **Ocean Spray Opens Cranberry Research Center (E)**

Ocean Spray Cranberries has opened an Agricultural Research Center at its new headquarters site in Lakeville-Middleboro, MA. The center contains essential components of a modern agricultural experiment station on a reduced scale. The result is a flexible, problem-solving research environment seeking solutions to problems facing today's cranberry industry. The research center combines a 5,000-square-foot main building, a 1,500-square-foot workshop area, and two 20- and 30-foot glass greenhouses. Housed in the main building are offices, three laboratories, a computer room, a growth-chamber room and two walk-in, environment-controlled research rooms.

## May 1989

### **Agri-Mark Starts Food, Supply Service (E)**

Eastern Best Products, a subsidiary of Eastern Milk Producers at Syracuse, NY, has begun providing members of Agri-Mark, Inc., (Lawrence, MA), with new service-quality food products and dairy farm supplies at wholesale prices. The bulk food items, some of them frozen, and supplies will be ordered by mail or phone and delivered to one of many convenient locations every 3 or 4 weeks by truck. Agri-Mark members gain access to a product distribution system already being used by cooperatives and the Grange in 12 Northeast States.

### **CENEX Updates Laurel Refinery (R)**

Construction has begun on \$4 million in modifications to the fluid catalytic cracking unit, or "cat cracker," at the CENEX refinery at Laurel, MT. The change will make the cracking unit compatible with the heavier crude oils being processed at the refinery. The revamped portion of the cat cracker will be able to process up to 16,000 barrels per day of raw materials, compared with the current 12,000 barrels per day.

### **Wheat Growers Buy Fertilizer Outlet (E)**

South Dakota Wheat Growers, at Aberdeen, has purchased the Oakes Fertilizer Service. Last year, the dealership handled 4,700 tons of dry, liquid, and anhydrous ammonia fertilizers and had a volume of \$500,000 in farm chemicals.

## April 1989

### **Minnesota Livestock Co-ops Join (U)**

Central Livestock Association, Inc., and Farmers Union Marketing Association have agreed to combine their marketing efforts at the South St. Paul Livestock Market. The farmer-owned cooperatives in 1986 similarly combined efforts at the West Fargo (ND) stockyards. In 1988, the two cooperatives handled nearly 2 million head of livestock or 60 percent of the market's cattle, hogs, and sheep. Farmers Union will continue to operate and manage Central Bi-products, its processing division at Redwood Falls, MN.

### **LOL's Volga Plant Adds Mozzarella (R)**

Cheese is being produced at Land O'Lakes (LOL) plant at Volga, SD, thanks to a recently completed plant and equipment renovation costing more than \$1.5 million. Cheddar production continues at the plant. More automated equipment will be added this summer to

increase versatility and capacity. Mid-America Dairymen will be a major marketer of the cheese produced by LOL at Volga under provisions of a joint venture between the two cooperatives.

### **Universal Forms Import Department (R)**

An import sales department has been formed at Universal Cooperatives, Inc., Minneapolis, MN, to position the cooperative in markets that are not totally agriculturally dependent. The cooperative hopes to build alliances with cooperatives in other countries that have many long-term advantages for both Universal and other offshore cooperatives. Current imports are limited primarily to twine and bird feed. The cooperative imports from Brazil, Mexico, Portugal, Tanzania, Canada, Haiti, and India.

## March 1989

### **Olive Co-op Returns To Oil Business (R)**

Oberti Olive Cooperative, Madiera, CA, has started production of olive oil from a new extraction plant. The cooperative's old plant at Oroville was forced to close due to hexane pollution. Cooperative officials estimate producers will net more than \$10 per ton higher than they've been getting for cull olives.

### **Pro-Fac/Curtice Burns Buy Food Firms (E)**

Pro-Fac Cooperative Inc., and Curtice Burns Foods, a subsidiary of Agway Inc., of Syracuse, NY, have recently purchased four small to mid-size food companies: Quality Snacks of Maryland, a multimillion-dollar snack food distributor providing Snyder of Berlin snacks to the Washington, DC, area; Lowrey Meat Specialties, Inc., with \$32 million in annual sales and production facilities in Denver and Philadelphia, from E-II Foods Specialties Company, Inc.; Hiland Potato Chip Company of Des Moines, IA, with \$22 million in annual sales; and Southland Frozen Foods, Mitchell Field, NY, with annual sales of \$30 million, production facilities in Hanover, PA, and Barker, NY, and a distribution center in Vineland, NJ.

### **Seald-Sweet To Relocate (R)**

Seald-Sweet Growers, Inc., one of the nation's larger fresh-citrus marketing organizations, plans to relocate its corporate offices to the east coast of Florida in Indian River County. It has been in Tampa 80 years and in its present location for 50 years. The cooperative wanted to consolidate its two sales offices and position its corporate office within one of the major growing areas of the State. As the city has grown and

citrus acreage declined in the area, the need to remain in Tampa diminished. Cooperative leadership indicated that the consolidation will result in major operating efficiencies and closer contact with member shippers and customers. The industry is in a rebuilding stage following several serious freezes. Exact date of the move depends on the sale of Tampa corporate headquarters and the purchase and construction of a new office.

## February 1989

### ***Agri-Mark Assumes Troy Operation (R)***

Agri-Mark, Inc., Lawrence, MA, has assumed operation of its Troy, VT, cheese plant, part of which had been leased to Kraft, Inc., for more than 40 years. Kraft's decision to end its operating responsibility at the plant centered on the prospect of uncertain milk supplies to the plant in the year ahead. Nevertheless, Kraft has contracted to buy all cheese produced by Agri-Mark at the plant. The change was expected to give the cooperative greater flexibility to adapt to changing market conditions and produce whatever product is the most profitable for the membership.

## January 1989

### ***Universal, Behlen Venture Terminated (V)***

Discussions leading toward a joint venture between Universal Cooperatives, Inc., of Minneapolis, MN, and Behlen Manufacturing Company, of Columbus, NE, have been terminated. Universal indicated that both companies mutually agreed not to consolidate. They had previously signed a letter of intent to form a holding company to combine Universal's livestock and dairy equipment operations with Behlen's manufacturing operations.

### ***Riceland Opens Rice Cake Operation (E)***

Riceland Foods, Stuttgart, AR, has opened a rice cake production facility at Jonesboro, AR, that adds 50 new jobs to the area and continues the cooperative's goal to expand into value-added products. Riceland plans to sell the rice cakes in the export market and has displayed them in Sweden.

### ***Iowa Co-op in Venture With Campbell (V)***

Crestland Co-op, at Creston, IA, has signed an agreement with Campbell Soup Company to operate a joint boiler operation. Campbell will provide 1.5 million birds per turn and the cooperative will finance 10

buildings on 10 farms and provide the feed. The cooperative expects each of the buildings will require 1,244 tons of pelleted feed annually from its mill.

### ***Dairylea Consolidates With Hood (U)***

Delegates of the 2,800-member Dairylea Cooperative voted unanimously to sell the cooperative's assets (plants, equipment, and distribution business) to H.P. Hood Company, an Agway subsidiary, during the annual meeting on Oct. 9 in Syracuse, NY. The sale involves manufacturing plants in Oneida and Vernon, a fluid bottling plant in Syracuse, a number of distribution depots, and a transportation facility with associated vehicles at Vernon, all in New York State. Dairylea will join Agway as an owner of Hood after Dairylea makes a substantial investment in Hood stock.

### ***New Co-op Formed in Washington (V)***

Harvest States Cooperatives of St. Paul, MN, and 11 eastern Washington grain marketing cooperatives have formed a new cooperative to ship grain on the Columbia and Snake River system. The new Central Ferry Terminal Association has purchased the 1.5 million bushel grain terminal on the Snake River at Central Ferry, WA, from Harvest States, the sole owner since 1979. Association members are Cheney Grain Growers, Inc., Fairfield Grain Growers, Inc., Lamont Grain Growers, Inc., Lacrosse Grain Growers, Inc., Oakesdale Grain Growers, Inc., Ralouse Grain Growers, Inc., Rockford Grain Growers, Inc., Rosalia Producers, Inc., St. John Grain Growers, Inc., Wheat Growers of Endicott, Whitman County Grain Growers, Inc. of Colfax, and Harvest States. Each member will have a vote in the operation of the terminal. It has two 500,000-bushel steel storage tanks and eight concrete silos that can hold a total of 480,000 bushels.

### ***Florida Tomato Growers Exchange Proposed (E)***

The board of directors of the Florida Tomato Exchange has voted to form a grower-member exchange that would have legal authority to establish marketing practices including setting minimum prices, and customer payment policies. The exchange would be voluntary, with tight, legally enforceable rules applicable only to members. Minimum Florida tomato prices could be established by the end of the 1989-90 marketing year. A separate organization with grower-members is required because the current exchange members are first-handlers of tomatoes.

## **Golden Gem Buys Packer (E)**

Golden Gem Growers, Umatilla, FL, had acquired the former Lake Garfield Citrus Cooperative facility. This branch house will supplement the packing and bagging capacity needed for Golden Gem's current and future fresh fruit varieties.

## **Jackson, Spokane Join NBC (U)**

The addition of the Jackson and Spokane Banks for Cooperatives (BCs) gives the new National Bank for Cooperatives (NBC) a base of about 2,400 stockholders, \$11.3 billion in assets, and \$8.8 billion in loans outstanding, based on June 30, 1988 figures. Stockholders in the Jackson and Spokane districts approved the merger with NBC and stockholders in the eight other districts, both by number and equity, and the Central Bank also approved it for cooperatives in Denver.

## **Ocean Spray Moves (R)**

Ocean Spray Cranberries, Inc., has moved from multiple locations in Plymouth, MA, to its new office building west of there on the Lakeville-Middleboro town line.

## **Farmland, LOL, CENEX Talks Continue (U)**

Annual savings of \$30 million to \$40 million may be possible by combining operations of Farmland Industries, Inc., Land O'Lakes, Inc., and CENEX, Inc., a financial study by Touche Ross & Company concluded in a Dec. 13 report to the three cooperatives. Most savings would come from combined petroleum and agronomy areas and reduced overhead expenses. Although the talks have not moved according to the original schedule, a spokesman said matters are being resolved and talks are continuing. The next combined session of chief executive officers and boards of directors of the three cooperatives was scheduled for early January. The new business entity would become the largest agricultural cooperative in the Nation with sales of \$6 billion.

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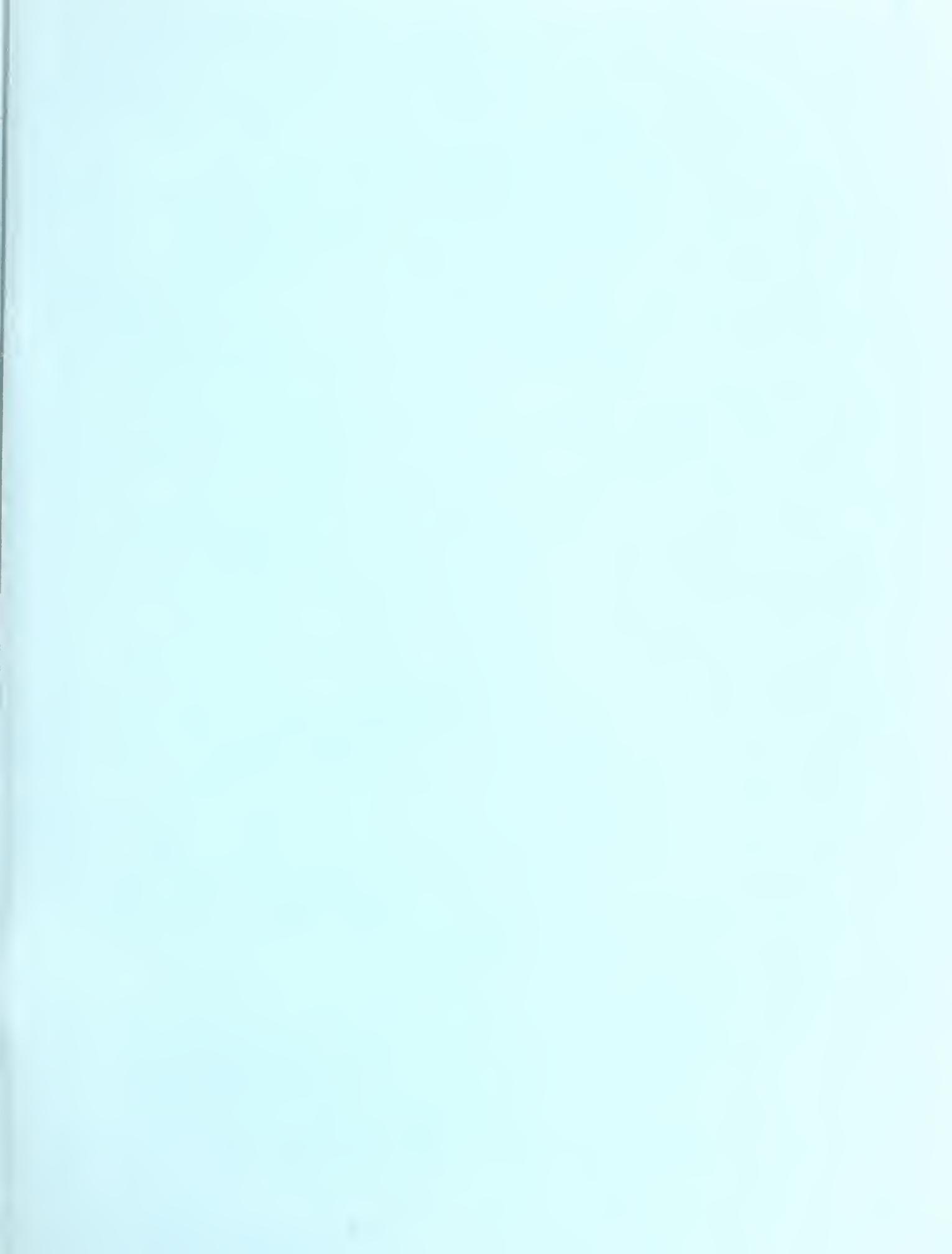
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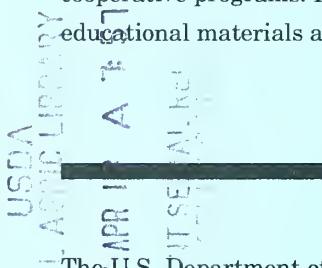
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